

# AUBURN TOWN REPORT 2018



## **GENERAL INFORMATION**

Incorporated in April 1778 as Ward. Name changed to Auburn on February 17, 1837

Population	1990 Census	15,005
Population	1995 Census	15,471
Population	2000 Census	15,901
Population	2005 Census	16,216
Population	2010 Census	15,730
Population	2015 Census	15,055

Population as counted in 2018 Annual Town Census 15,695

Land Area	16.44 Square Miles
Density 2018	915 Persons Per Square Mile
Miles of Road	110 Miles
Elevation	498 Feet Above Mean Sea Level at Auburn Pond

Tax Rate FY 2018 –\$18.44 Residential - \$24.18 Commercial/Industrial – Personal Property \$24.05

Tax Rate FY 2019 –\$18.42 Residential - \$23.23 Commercial/Industrial – Personal Property \$23.09

Annual Town Meeting 1st Tuesday in May      Annual Town Election 3rd Tuesday in May

Total Registered Voters as of May, 2018 – 11,646

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## AUBURN VOTERS ELECT

Board of Selectmen

Town Clerk

School Committee

Town Meeting Representatives

Moderator

Housing Authority

Bay Path Voc. School Committee

Library Trustees



## BOARD OF SELECTMEN APPOINTS

Finance Committee

Town Counsel

Industrial Development Financing Authority

And other boards, commissions and committees as may be required by statute, established by town meeting or by the voters.

Registrars of Voters

Town Manager

Zoning Board of Appeals

## TOWN MANAGER APPOINTS

Department Heads

Planning Board

Conservation Commission

Youth Commission

Board of Health

Cemetery Commissioners

Fire Chief

Parks Commissioners

Police Chief

Council on Aging

**TOWN OF AUBURN  
MASSACHUSETTS  
2018**



**HISTORICAL NOTES**

The Town of Auburn is made up of land areas which were, in colonial times, outlying parts of Worcester, Leicester, Sutton and Oxford. These areas were incorporated as the town of Ward on April 10, 1778. It was so named to honor Major General Artemas Ward, the commander of colonial forces in Cambridge until Washington arrived.

Ward became a center for mail distribution in 1825, but because of a similarity in spelling and writing "Ward" and "Ware", difficulty in mail delivery resulted. A petition to the legislature to change the town name was granted in 1837 and the name Auburn was adopted. Population at that time was 649.

The economic history of Auburn has been a combination of agriculture and industry. Its home industries flourished in the early 1800s. With the growth of Worcester's factory-based industries, Auburn was soon overshadowed. Its residents turned to Worcester for employment. Agriculture also declined, and in 1957 there were only four farms in contrast to 100 or more listed in 1857.

In the last 50 years, Auburn has experienced rapid growth in industry and business development while the population has only gained a few thousand in number since the 1970's. Improved roads have moved industry to the suburbs. Auburn has several industrial parks as well as other industrial areas and shopping areas. The easy access off I 290, I 90, I 395, Routes 12 and 20 make Auburn a popular destination for shopping, working and living.

The first of Dr. Robert Goddard's liquid propelled rockets was fired on Pakachoag Hill in 1926. It was the forerunner of today's space flights. Dr. Goddard is considered the father of modern rocketry.

## **In Memoriam 2018**

<b>Marilyn A. Carlson (1/16/2018)</b>	<b>Insurance Advisory Committee Library Employee</b>
<b>Hiram B. Gibbs Jr (1/14/2018)</b>	<b>Town Meeting Member Prec. 1 Zoning Board of Appeals</b>
<b>Henry J. Toboyko (1/13/2018)</b>	<b>Town Meeting Member Prec. 4</b>
<b>Alice K. Garnache (1/9/2018)</b>	<b>Cultural Council</b>
<b>Stephen F. Gaulin (2/3/2018)</b>	<b>Town Meeting Member Prec. 4</b>
<b>William F. Bruso (2/22/2018)</b>	<b>Library Trustees</b>
<b>George G. Ford (3/8/2018)</b>	<b>Town Meeting Member Prec. 4 Auburn School Teacher</b>
<b>June M. Orcutt (3/16/2018)</b>	<b>Complete Count Committee Town Accountant Board of Assessors Town Meeting Member Prec. 3 Election Worker</b>
<b>Elizabeth D. Johnson (4/20/2018)</b>	<b>Town Meeting Member Prec. 5 Town Meeting Member Prec. 1 Cultural Council Elementary School ReUse/Disposition Committee Library Building Needs Committee John E. and Ethel E. Riley Award Committee Auburn School Teacher Auburn School Principal</b>

<b>Lloyd Frank Boucher (6/9/2018)</b>	<b>Senior Center Volunteer</b>
<b>Francis G. Joyal (7/12/2018)</b>	<b>Town Meeting Member Prec. 3</b>
<b>Donald P. Garnache (8/1/2018)</b>	<b>Council on Aging Town Counsel Board of Selectmen</b>
<b>Kathleen A. Lagacy (9/13/2018)</b>	<b>Election Worker</b>
<b>Ernest H. Prescott Jr. (11/7/2018)</b>	<b>Finance Committee</b>
<b>Normand R. Marois (12/8/2018)</b>	<b>Permanent Municipal Equipment Purchasing Committee</b>
<b>Winifred E. Logan (12/13/2018)</b>	<b>150<sup>th</sup> Anniversary Personnel Board</b>
<b>Elizabeth M. Stromberg (12/18/2018)</b>	<b>Election Worker</b>
<b>Eugene C. Schofield (12/23/2018)</b>	<b>Elected Town Officers Salary Committee Auburn Police Council on Law Enforcement Personnel Board</b>
<b>James A. Ojerholm (12/27/2018)</b>	<b>Recycling Committee</b>

## Town Clerk

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The pages of general information, town government organization, historical notes, in memoriam, elected officials, appointed officials, town meetings and elections are a compilation of the records of the Town Clerk's Office for 2018.

The census was mailed the first week in January to approximately 7300 households and included a dog license form. This was the first year with our new online pet licensing for previously licensed dogs. New this year were residents that were 70 years or older were able to have one dog licensed at no charge. Between January 1<sup>st</sup> and March 31<sup>st</sup> 1461 dog licenses were processed, mostly by mail. Total dog licensing for the year was 2193 tags issued.

### Vital Statistics

Vital statistics are reported on a calendar year basis. The table below shows figures over the last several years. The Town Clerk's office has custody of vital records.

	2011	2012	2013	2014	2015	2016	2017	2018
Births	155	156	143	161	136	140	146	153
Marriages	93	98	102	89	91	91	85	76
Deaths	236	212	199	216	226	224	252	247

The Annual Town Meeting was held on May 1, 2018 with 33 articles acted upon; the meeting dissolved in one night. There was an article to amend local zoning bylaws, which would prohibit any non-medical marijuana operations in the Town. The article was based on the May 2017 town vote, where they supported a ballot question in which prohibited the businesses in Auburn. You cannot add or change a by-law from a ballot question, it would need to be voted at Town Meeting.

The Special Town Meeting October 23, 2018 approved all 14 articles, acted upon the meeting with a new zoning by-law to add new sections for Medium and Large-Scale Ground Mounted Solar Energy Systems.

Debra A. Gremo  
Town Clerk



## **Board of Registrars of Voters**

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Special thanks go out to school personnel, especially the custodians for all the hard work in setting up and taking down the polling place and being available while polls are open. We are very thankful for Police Officers who are at the polls, to protect the integrity of the election process, a role that is so often taken for granted. They ensure timely delivery of election tabulators and ballots to the polls. The Election Officers that work the long hours on Election Day to bring the elections to the voters at the polls. Regardless of turnout, they spend over 12 hours ready to assist voters at the precincts.

We remember our dedicated election worker Kathleen A. Lagacy who passed away. We are thankful for her assistance on each Election Day and will miss her at the polls and around the Town of Auburn.

The Clerk's office was responsible for three elections this year.

The Annual Town Election was on May 15, 2018 with 1488 voters, that came out to vote which was 13%.

The State Primary was on September 4, 2018 with 1995 voters coming out which was 17%.

The State Election was on November 6, 2018 with 7744 voters coming out which was 65%.

Early voting was available this year October 22<sup>nd</sup> – November 2<sup>nd</sup>, 2018 for the State Election, with 11936 registered voters; 16% participated this year voting early. Early voting is offered biennial years for the State Election. This year for Early Voting 2002 of registered voters took advantage of voting early; it was a huge success again. This year we had help from the Auburn High School AP Government students helping on Election Day to learn and take part in various ways. They were a big help and worked very hard.

At the registrar's meeting held on September 10, 2018, Deborah Nurse was voted as Chair.

On November 19, 2018 a meeting was held to count absentee ballots postmarked before November 6, 2018, but received before November 16, 2018.

The chart below shows how voters are registered along with the total voters currently registered for each political party\* and political designation. Unenrolled voters\*\* are registered voters that have not picked a party and are also referred to as “independent”.

<b>Party / Political Designation</b>	<b>Party Code</b>	<b>Total Voters Registered as of 12/31/2018</b>
Conservative	A	4
Pizza party	AA	
Natural Law Party	B	1
New World Council	C	
United Independent Party	CC	133
<b>Democrat*</b>	D	2908
Twelve Visions Party	DD	
Reform	E	
<b>Green Rainbow*</b>	J	7
Green Party USA	G	1
<b>Libertarian*</b>	L	54
MA Independent Party	O	7
American Independent	Q	5
<b>Republican*</b>	R	1340
Socialist	S	1
Inter 3rd Party	T	7
<b>Unenrolled**</b>	U	7299
Pirate	X	1
We The People	H	1
Working Families	Z	3
<b>Grand Total</b>		<b>11772</b>

On the 20<sup>th</sup> day before each election the registrars conducted a voter registration in the Clerk’s office until 8:00 PM.

Listing books paid for online can be emailed in a PDF format or mailed by regular mail for an additional charge. The Clerk’s office has spiral bound books for anyone who wants a printed book.

Deborah Nurse, Chair  
Michael McNamara, Registrar  
Jirair Balayan, Registrar  
Debra A. Gremo, Registrar and Clerk

**FEDERAL, STATE AND COUNTY OFFICERS SERVING THE  
TOWN OF AUBURN**

**As of November 6, 2018 Election**

**WEBSITE FOR FEDERAL INFORMATION – [usa.gov](http://usa.gov)**

**UNITED STATES SENATORS**

**SENATOR ELIZABETH A. WARREN**  
317 Hart Senate Office Building  
Washington, D.C. 20510  
Telephone 202-224-4543

**SENATOR EDWARD J. MARKEY**  
255 Dirksen Senate Office Building  
Washington, D.C. 20510  
Telephone 202-224-2742

Boston Address:

**2400 JFK Federal Building**  
15 New Sudbury Street  
Boston, MA 02203  
Telephone 617-565-3170

Boston Address:

**975 JFK Federal Building**  
15 New Sudbury Street  
Boston, MA 02203  
Telephone 617-565-8519

**SECOND CONGRESSIONAL DISTRICT**

**CONGRESSMAN JAMES P. McGOVERN**

Web: [mcgovern.house.gov](http://mcgovern.house.gov)  
408 Cannon House Office Building  
Washington, D.C. 20515  
Telephone 202-225-6101

12 East Worcester Street, Suite 1  
Worcester, MA 01604  
Telephone 508-831-7356

**WEBSITE FOR STATE INFORMATION - [mass.gov](http://mass.gov)**

**GOVERNOR**

**CHARLIE BAKER**  
State House, Boston, MA 02133  
Telephone 888-870-7770

**LT. GOVERNOR**

**KARYN POLITO**  
State House, Boston, MA 02133  
Telephone 888-870-7770

**ATTORNEY GENERAL**

**MAURA HEALEY**  
One Ashburton Place  
Boston, MA 02108  
Telephone 617-727-2200

**WORCESTER OFFICE**  
10 Mechanic Street, Suite 301  
Worcester, MA 01608  
508-792-7600

**SECRETARY OF THE COMMONWEALTH**

**WILLIAM F. GALVIN**  
**CITIZEN INFORMATION**  
One Ashburton Place, Room 1611, Boston, MA 02108  
Telephone 1-800-392-6090 or 617-727-7030

**TREASURER**

**DEBORAH B. GOLDBERG**  
State House

**AUDITOR**

**SUZANNE M. BUMP**  
State House

Boston, MA 02133  
Telephone 617-367-6900

Boston, MA 02133  
Telephone 617-727-2075

**STATE SENATOR SECOND WORCESTER DISTRICT**

MICHAEL O. MOORE  
State House, Room 109-B  
Boston, MA 02133  
Telephone 617-722-1485

Michael.Moore@masenate.gov  
20 Bengtson Lane  
Millbury, MA 01527

**COUNCILLOR - SEVENTH DISTRICT**

JENNIE L. CAISSIE  
53 FORT HILL ROAD, OXFORD, MA 01540  
GC: 617-725-4015, ext. 7

**STATE REPRESENTATIVE-SEVENTH WORCESTER DISTRICT**

PAUL K. FROST  
State House, Room 542  
Boston, MA 02133  
Telephone 617-722-2489

308 Rochdale St., Auburn, MA 01501  
Telephone 508- 832-2840  
email: Paul.Frost@mahouse.gov

**DISTRICT ATTORNEY  
MIDDLE DISTRICT**

Web: worcesterda.com

**REGISTER OF PROBATE  
WORCESTER COUNTY**

JOSEPH D. EARLY, JR.  
Worcester County Court House  
225 Main Street  
Worcester, MA 01608  
508-755-8601

STEPHANIE K. FATTMAN  
Worcester County Court House  
225 Main Street  
Worcester, MA 01608  
508-831-2200

**CLERK OF COURTS  
WORCESTER COUNTY**

DENNIS P. MC MANUS  
Worcester Superior Court  
225 Main Street  
Worcester, MA 01608  
508-831-2000

**REGISTER OF DEEDS  
WORCESTER DISTRICT**

Web: worcesterdeeds.com  
KATHRYN A. TOOMEY  
90 Front Street  
Worcester, MA 01608  
508-798-7717

**SHERIFF, WORCESTER COUNTY**

LEWIS G. EVANGELIDIS  
5 Paul X. Tivnan Drive  
West Boylston, MA 01583  
Telephone 508- 854-1800

Web: worcestercountysheriff.com

**ELECTED TOWN OFFICIALS****Term Expires**

<b>HOUSING AUTHORITY</b>	Ann L. Weston	May, 2021
	Alice M. Rea, Treasurer	May, 2020
	Roberta F. Briggs, (Gov. Appt) Vice-Chair.	Feb, 2019
	Wayne C. Page, Chair	May, 2018
	Joyce W. Lamoreaux, Vice-Treasurer	May, 2017
<b>LIBRARY TRUSTEES, AUBURN FREE PUBLIC</b>	Ellen M. Ganley, Sec.	May, 2021
	Nan H. Johnson	May, 2021
	Suzette C. Dowd, Vice-Chair.	May, 2020
	Matthew A. Toth, Chair.	May, 2020
	Roberta M. Baker, Vice-Chair. (Res. 6/4/18)	May, 2019
	Paula M. Melican	May, 2019
	Jennifer Lee Shea (appt'd)	May, 2019
<b>MODERATOR</b>	Chester S. Stencel, Jr.	May, 2019
<b>SCHOOL COMMITTEE</b>	Meghan P. McCrillis	May, 2021
	George A. Scobie, Jr., Chair.	May, 2021
	Jessica D. Harrington, Vice-Chair.	May, 2020
	Gail N. Holloway	May, 2020
	Dorothy S. Kauffman	May, 2019
<b>BOARD OF SELECTMEN</b>	Doreen M. Goodrich, Chair.	May, 2021
	Kenneth A. Holstrom, Vice-Chair.	May, 2021
	Daniel S. Carpenter	May, 2020
	Tristan J. Laliberte	May, 2020
	Lionel R. Berthiaume	May, 2019
<b>SOUTHERN WORCESTER COUNTY REGIONAL VOCATIONAL SCHOOL</b>	Jack Haroian, Auburn	May, 2019
	Donald H. Erickson, Auburn, Asst. Treas.	May, 2020
	Clarence A. Bachand, Charlton	May, 2021
	Michael E. Tiberii, Charlton	May, 2020
	Alfred C. Reich, Dudley	June, 2020
	Timothy M. Schur, Dudley	June, 2019
	James N. Caldwell, North Brookfield	May, 2021
	Donald J. Gillette, North Brookfield	May, 2020
	Benjamin J. LaMountain, Oxford	May, 2020
	David H. Grenier, Oxford	May, 2021
	Peter M. Schur, Paxton	May, 2019
	Robert A. Wilby, Paxton	May, 2020
	AnnMarie T. Pantos, Rutland, Sec.	May, 2019
	Michael S. Pantos, Rutland	May, 2021

Michael D. Langevin, Southbridge, (Res.)	June, 2021
Helen I. Lenti, Southbridge, Vice-Chair.	June, 2019
Jacquelyn Marie Ryan, Southbridge	June, 2019
Jesselyn J. Gaucher, Spencer	May, 2019
Robert L. Zukowski, Spencer	May, 2020
Alfred E. Beland, Webster	May, 2019
Robert M. Tremblay, Webster, Chair.	May, 2021

<b>TOWN CLERK</b>	Debra A. Gremo	May, 2021
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## **TOWN MEETING MEMBERS**

### **PRECINCT ONE**

#### **All terms expire May, 2019**

Callahan, James D., Jr.	3 Arrowhead Avenue
Camosse, David J.	310 South Street
Corriveau, Carolyn Vangel	5 Fletcher Drive
Gervasi, Tricia R.	29 Barbara Avenue
Haroian, Robert L.	218 South Street
Hopper, Bruce E.	149 Central Street
Kennedy, Amy K.	26 Barbara Avenue
Letson, Donald C., Jr.	8 Maywood Circle

#### **All terms expire May, 2020**

Berg, Erik S.	11 Camden Drive
Bergeron, Norman J.	9 Coolidge Street
Castellano, Amy-Margaret J.	7 Winchester Avenue
Garland, Michael W.	13 Winter Street
Stevens, Julie-Anne	10 Saratoga Road
Westerlind, William F., Sr.	30 Barbara Avenue
Westerman, Carl E.	6 Winchester Avenue
Weston, Ann L.	165 South Street

#### **All terms expire May, 2021**

Gaboury, Ellen C.	65 South Street, #3
LaBonte, Jeffrey R.	336 South Street
Maass, Mark E.	6 Washburn Road
Natoli, Dennis	370 South Street
Platukis, Robert L.	231 Millbury Street
Prouty, Elizabeth L.	11 Marion Avenue
Prouty, Ronald E.	11 Marion Avenue
Turcotte, Jacob R.	73 Barnes Street

**TOWN MEETING MEMBERS  
PRECINCT TWO**

**All terms expire May, 2019**

Cohen, Gerald W.	20 Inwood Road
Fairbanks, Nicholas M.	143 Bryn Mawr Avenue
Gaudreau, Bruce J.	131 Bryn Mawr Avenue
Grabowski, Nicole M.	19 Grandview Street
Haroian, Christopher R.	35 Old Cart Road
Lebel, Timothy C.	11 Inwood Road
Paquette, MaryEllen G.	21 Homestead Avenue
Richards, Joseph E.	47 Rochdale Street

**All terms expire May, 2020**

Boyle, Daniel J.	6 Richards Street
Bylund, William J.	19 Bylund Avenue
Capaldi, Raffaele F., Jr.	94 Wallace Avenue
Cooper, Alan D.	4 Horseshoe Drive
Frascolla, Joseph S.	48 Reithel Street
Nelson, Douglas E.	33 Laurel Street
Sampson, Kerstin H.	48 Reithel Street
Tessman, Henry B., III	5 Lorna Drive

**All terms expire May, 2021**

Daley, Brendan J.	152 Burnett Street
Fairbanks, Kenneth R., Sr.	143 Bryn Mawr Avenue
Martin, Joe	3 Olde Colony Road
O'Connor, James E., Jr.	81 Rochdale Street
Pappas, Martha R.	33 Bryn Mawr Avenue
Paquette, Andrew W.	21 Homestead Avenue
Stevenson, Robert P.	5 Inwood Road
Stolberg, James M., Jr.	38 Briarcliff Drive

**TOWN MEETING MEMBERS  
PRECINCT THREE**

**All terms expire May, 2019**

Bailey, Christopher T.	40 Curtis Street
Baker, Charles A.	328 Pakachoag Street
Bonzey, John R.	16 Saybrook Way
Ciccolo, J. Laurence	7 Bancroft Street
Gannon, Kathleen Houston	32 Upland Street
Granger, Barbara K.	195 Pakachoag Street
Levansavich, Richard W.	23 Manor Road
Marois, Ralph D.	13 Goddard Drive

**All terms expire May, 2020**

Cummins, Timothy P.  
Fairbanks, Kenneth R., Jr.  
Gibree, Lee Ann  
Johnson, Carol A.  
Maher, Patricia A.  
Otterson, Eric M.  
Strozina, Sarah E.  
White, Gwen E.

177 Hampton Street  
3 Davis Road  
11 Rice Road  
299 Pakachoag Street  
2 Stonebridge Drive  
16 Summerhill Road  
2801 Forest Park Drive  
69 Pakachoag Street

**All terms expire May, 2021**

Baker, Roberta M.  
Bowles, Michael P.  
Coleman, Edward J.  
Doherty, Linda L.  
Lyons, Joseph, III  
Marin, Michael J.  
Mitchell, Jeffrey C. (res. 10/3/18)  
Regan, Shannon M.  
Wykes, Paul D.

328 Pakachoag Street  
21 Arlington Street  
8 Pakachoag Crossing  
340 Pakachoag Street  
18 Lesley Avenue  
25 Bancroft Street  
223A Hampton Street  
8 Kimball Road  
21 Meadowbrook Road

**TOWN MEETING MEMBERS**  
**PRECINCT FOUR**

**All terms expire May, 2019**

Anderson, John R.  
Binnall, Mark T.  
Bohling, Gregory A.  
Calverley, Joan E.  
Frost, Kenneth P.  
Joinville, Philip B., Jr.  
Kies, Tom B.  
Rundell, Adam

15 Shirley Street  
4 Field Street  
2 Little Drive  
6 Buttonwood Lane  
60 Boyce Street  
148 Hampton Street  
18 Eaton Avenue  
90 Hampton Street

**All terms expire May, 2020**

Feldman, Glenn J.  
Kemp, Shirley L.  
Kozik, Deborah J.  
Largesse, Daniel E.  
McGrath, Shannon R. (moved 9/26/18)  
O'Brien, Jonathan E.  
O'Brien, Malory E.  
Pomfret, Thomas C.  
Pressey, Rachel Ann

11 White Terrace  
6 Holstrom Court  
11 Sumner Street  
39 Perry Place  
34 Carroll Street  
22 Adella Street  
22 Adella Street  
1 Marilyn Drive  
53 Woodland Road



**All terms expire May, 2021**

Boss, Michael S.	19 Nancy Drive
Balayan, Jerry-Jirair M.	16 Aurilla Street
Fahey, Deborah A.	25 Franklin Street
Kemp, Melinda A.	6 Holstrom Court
Legasey-Feldman, Sandra L.	11 White Terrace
Lindberg, Stephen F.	7 Sumner Street
Moffatt, Robert	103 Rockland Road
Vartabedian, Raffi P.	90 Rockland Road

**TOWN MEETING MEMBERS**  
**PRECINCT FIVE**

**All terms expire May, 2019**

Andersen, Brent J.	3 Linda Avenue
Cavanaugh, Anne M.	10 Booth Road
Christensen-Bylund, Joyce B.	199 Prospect Street
Diamond, Daniel J.	38 Merriam Street
Dubois, Debra A.	24 West Street
Gow, Robert E.	448 Leicester Street
Hesselton, Jeffrey W.	295 Rochdale Street
Holstrom, Kimberley A.	273 Central Street
Johnson, Elizabeth D. (Res. 4/20/18)	18 Whitman Bailey Drive

**All terms expire May, 2020**

Ethier, Ellen M.	404 Leicester Street
Gribbons, Elizabeth Ann	7 Sunnyside Road
Gribbons, William M.	7 Sunnyside Road
Healey, Thomas J.	27 Hilltop Farm Road
Hicks, Diane M.	2 Bridle Path
Hicks, Timothy E.	2 Bridle Path
Stencel, John W., Sr.	604 Oxford Street South
Valentine, Deborah J.	10 Greenwood Drive

**All terms expire May, 2021**

Donahue, Kevin L.	7 Prentice Avenue
Dufour, Thomas J.	4 Thomas Avenue
Libby, Sarah B.	9 Sherman Avenue
Lynch, Nicholas Sean	2 Claire Drive
Morano, Carla N.	272 Prospect Street
Morano, Rocco J.	272 Prospect Street
O'Day, John F., Jr.	4 Linden Lane
Pappas, Kristen Marie	415 Rochdale Street

**APPOINTED****Terms Expire****ANIMAL CONTROL OFFICER  
ANIMAL CONTROL OFFICER – ASSISTANT**

Aimee L. Contois  
Patricia D. Dykas  
Katherine J. Hanson

**ANIMAL INSPECTOR  
ANIMAL INSPECTOR – ASSISTANT**

Aimee L. Contois  
Katherine J. Hanson

**ASSESSOR**

Cynthia Cosgrove

**ASSISTANT ASSESSOR**

Seth P. Woolard

**AUCTION PERMIT AGENT**

Chief Andrew J. Sluckis, Jr.

**CENTRAL MASS. REGIONAL PLANNING COMMISSION All terms expire June 30, 2019**

Matthew Craig Benoit - Delegate – Town Manager  
Shannon M. Regan – Alternate – Town Manager  
Scott C. Wrenn – Delegate – Planning Board  
Rachel Ann Pressey - Resident Rep. – Planning Board

**CONSERVATION  
COMMISSION**

Michael W. Garland, Chair.	June 30, 2021
Alison L. Holmes	June 30, 2020
Michelle L. Culross	June 30, 2020
Carolyn Vangel Corriveau	June 30, 2019
Thomas R. Fallon, Vice-Chair.	June 30, 2019
2 vacancies	

**CONSTABLES**

Kenneth R. Bacon	June 30, 2021
J. Laurence Ciccolo	June 30, 2021
Michael J. Marin	June 30, 2021
Robert J. Tatro	June 30, 2021
John J. Manzi	June 30, 2020
Anthony H. Coccio, Jr.	June 30, 2019
Philip A. Maio	June 30, 2019
Gregory Pettinella	June 30, 2019
James T. Rothera, Sr.	June 30, 2019
Carl E. Westerman	June 30, 2019
Michael John Ahearn	June 30, 2018
Nicholas P. DiBenedetto	June 30, 2018

**COUNCIL ON AGING**

Roger N. Auger, Vice-Chair.	June 30, 2021
Daniel J. Boyle	June 30, 2021
Lillian R. Halpin, Chair. (res. 10/5/18)	June 30, 2021
Sheila Ehlers Hunter	June 30, 2021
Joan M. Brigham	June 30, 2020

Heather Lee Connors	June 30, 2020
Geraldine F. Gauthier, Chair.	June 30, 2020
Robert R. Breault	June 30, 2019
Sharon A. Lindsey	June 30, 2019
Brenda A. Paquette (Res 5/31/18)	June 30, 2019
Karrie A. Schiebler	June 30, 2019
Constance McBrier	June 30, 2018
Eugene C. Seuss	June 30, 2018

**CULTURAL COUNCIL**

Joseph L. Spano, Chair.	June 30, 2021
Elise B. Beverly	June 30, 2020
Sandra J. Cronin-Tassi	June 30, 2020
Mary K. DeCoursey	June 30, 2020
Debra T. Marchand	June 30, 2020
Melanie R. Marcou, Treas.	June 30, 2020
Laura L. Robinson (Res. 1/18/18)	June 30, 2018

<b>CUSTODIAN OF THE VAULT</b>	Debra A. Gremo	June 30, 2019
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**DEPARTMENT OF DEVELOPMENT AND INSPECTIONAL SERVICES**

<b>DIRECTOR</b>	Darlene M. Coyle
<b>ASSISTANT DIRECTOR</b>	Caleb A. Moody

<b>BUILDING COMMISSIONER &amp; INSPECTOR OF BUILDINGS</b>	Caleb A. Moody
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<b>ADA COMPLIANCE OFFICER</b>	Caleb A. Moody
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<b>CONDITIONAL LOCAL INSPECTOR</b>	Jason M. Shilinsky
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<b>LOCAL INSPECTOR – FULL-TIME</b>	Gary J. Allard
	Richard L. Travers (Res. 2/9/18)

<b>SOLID WASTE REDUCTION ENFORCEMENT COORDINATOR – PART-TIME</b>	Erica L. Lucier
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**DEPARTMENT OF PUBLIC WORKS**

<b>DIRECTOR</b>	William A. Coyle, Sr.
<b>ASSISTANT DIRECTOR</b>	Jeffrey C. Mitchell

<b>DESIGNER SELECTION COMMITTEE</b>	<b>All terms expire June 30, 2019</b>
Stephen M. Coleman Jr.	Joe Martin
Todd R. Lemon	Caleb A. Moody
	Rocco J. Morano

**ECONOMIC DEVELOPMENT COMMITTEE**

(6/18/18 - increased to 7 members) (9/27/18 – decreased back to 5 members)

Michael A. Carnevale, Chair.	June 30, 2021
Andrew Coles	June 30, 2021
Christopher Shawn McCoy	June 30, 2021
Jose Fernandez (Ref. after appt.)	June 30, 2021
Mary K. Joyal	June 30, 2020
Jonathan A. Sparling, Vice-Chair.	June 30, 2020
Eric Seamon Chilton (res. 10/5/18)	June 30, 2019

**ECONOMIC DEVELOPMENT COORDINATOR**

Shannon M. Regan

**ENERGY COMMITTEE**

Stephen Consilvio	June 30, 2021
Jeffrey C. Mitchell, Chair. (Refused – moving)	June 30, 2021
Steven E. Hubbard	June 30, 2020
Erika K. Sullivan	June 30, 2020
2 vacancies	

**ENERGY MANAGER**

Matthew Craig Benoit

**EXECUTIVE DIRECTOR SENIOR CENTER/ELDER AFFAIRS DIVISION**

Jean M. Boulette

**ASSISTANT TO THE DIRECTOR OF ELDER AFFAIRS**

Cheryl A. Westerman

**ELDER AFFAIRS OUTREACH COORDINATORS**Shirley L. Kemp (Res. 3/1/18)  
Usha Verma**FINANCE COMMITTEE**

Edward J. Coleman	Prec 3	June 30, 2021
Kimberley A. Holstrom (at-large)	Prec 5	June 30, 2021
Malory E. O'Brien	Prec 4	June 30, 2021
Kevin W. Kennedy	Prec 1	June 30, 2020
Trevor Joseph Sansoucy	Prec 2	June 30, 2020
Anne M. Cavanaugh (Vice Chair.)	Prec 5	June 30, 2019
Kevin J. Hussey (at large) (Chair.)	Prec 3	June 30, 2019

**CHIEF FINANCIAL OFFICER**

Edward J. Kazanovicz

**FIRE DEPARTMENT** All members of the Fire Department were appointed by the Fire Chief. \* Denotes full-time employee

**FIRE CHIEF AND FOREST WARDEN  
DEPUTY CHIEF**\*Stephen M. Coleman, Jr.  
\*Glenn M. Johnson**“AUTHORITY HAVING JURISDICTION” OVER ANY  
MATTERS PERTAINING TO THE FIRE DEPARTMENT**

## **AT CASELLA IN THE TOWN OF AUBURN**

Glenn M. Johnson

### **CAPTAIN AND DEPUTY FOREST WARDEN**

\*Stephen M. Anderson  
\*Justin T. Brigham  
Jeffrey C. Mitchell

\*Gregory P. Morin  
\*Adam H. Rivers

\*Shawn D. Steele  
\*David R. Tefft

### **FIRE CHAPLAIN**

Rev. Douglas A. Geeze

### **LIEUTENANT AND DEPUTY FOREST WARDEN**

\*Scott E. Henderson  
\*Adam P. LaFlash

\*Stephen W. Lemieux

\*Jonathan C. Martin

### **FIREFIGHTERS**

Gary L. Almstrom (Ret. 2/3/18)  
\*Troy Arcouette  
\*Thomas P. Briggs  
Joseph A. Caron (Res. 10/12/18)  
\*Donald E. Contois, Jr. (Ret. 1/19/18)  
\*James M. Conway  
\*Scott R. Davis  
\*Teresa C. DiDonato  
\*Grant C. Ellerbe  
\*Matthew M. Ethier  
\*Nicholas M. Fairbanks

\*Jeremy T. Feldman  
\*Matthew R. Hall  
\*Francis X. Hartnett  
\*Mark R. Johnson  
\*Eric J. Krupski  
Richard S. Levangie  
\*Luis R. Mateo  
Timothy F. Montville  
\*Richard Nicholson Jr.  
\*Kimberly A. O'Brien

\*Travis T. Parisi  
\*Christopher S. Pierce  
\*Brian J. Sheridan  
\*Maria K. Soja  
\*Skylar H. Stafford  
\*James J. Sweeney  
\*Ovidiu Ticlea  
\*Melissa A. Tyler  
\*Paul J. Wood  
\*Jonathan C. Yursha

### **RECRUITS**

Joshua Donovan  
Christine M. Keogh

James D. Sylvia

Scott M. Williams

### **EMERGENCY MANAGEMENT**

Mark E. Maass (Dir.)  
Philip A. Maio (Asst. Dir.)  
Joseph E. Shenette (Asst. Dir.)  
Bruce E. Fant Radio Amateur Civil Emergency Services (RACES) Co-ordinator  
Joseph E. Shenette Radio Amateur Civil Emergency Services (RACES) Deputy Co-ordinator

June 30, 2019  
June 30, 2019  
June 30, 2021  
Indefinite  
Indefinite

### **GAS & PLUMBING INSPECTOR GAS & PLUMBING INSPECTOR – ASST**

Kevin R. Ouellette, Sr.  
John P. Dolen

### **HAZARDOUS WASTE COORDINATOR** Darlene M. Coyle

June 30, 2019

### **HEALTH DIRECTOR**

Darlene M. Coyle

### **HEALTH INSPECTOR**

Eileen Dyson-Alexander  
Jordan M. Bruso

**HEALTH INSPECTOR-TEMPORARY/ALTERNATE**

Lee D. Jarvis

**MEMBERS OF THE  
BOARD OF HEALTH**

Steven R. Nordborg	June 30, 2021
Eric M. Otterson, Chair.	June 30, 2020
Eric M. Otterson (Res. 4/6/18)	June 30, 2020
Carolyn Griffin, Vice-Chair.	June 30, 2019

**BURIAL AGENT**

Debra A. Gremo June 30, 2019

**ASST. BURIAL AGENT**

Sarah E. Strozina June 30, 2019

**HIGHWAY SUPERINTENDENT**

Kenneth R. Fairbanks, Sr.

**HISTORICAL COMMISSION**

Joan M. Brigham	June 30, 2021
Denise A. Brotherton	June 30, 2021
Kyle A. Tassi	June 30, 2021
George A. Byers, Jr.	June 30, 2020
Sari L. Bitticks, Chair.	June 30, 2019
Kenneth R. Ethier	June 30, 2019
Mary K. Hanlon-Stepanski (res. 2/26/18)	June 30, 2019
Constance McBrier	June 30, 2019

**HOUSING SUBCOMMITTEE**

(Disband June 30, 2018)

James A. Brooks	June 30, 2018
Denise A. Brotherton	June 30, 2018
Shannon M. Regan	June 30, 2018
Ann L. Weston	June 30, 2018

**HUMAN RESOURCE COORDINATOR**

Debra Dubois

**INFORMATION TECHNOLOGY DIRECTOR**

Michael R. Marino

**INFORMATION TECHNOLOGY****ASST. TO THE DIRECTOR**

Katherine J. Hanson June 30, 2019

**PC/DESKTOP SUPPORT TECHNICIAN**

Amanda L.M. Gage

**INSPECTOR OF WEIGHTS****AND MEASURES**

Ronald W. Valinski June 30, 2019

**INSURANCE ADVISORY COMMITTEE****All terms expire June 30, 2019**

Stephen M. Anderson (Refused)	Christopher T. Lajoie	Debra A. Nawn
Michael K. Craft	Erin S. Lambert	Jarad Thomas Nelson
Joseph E. Cusson	Laura L. Lavin	Elizabeth L. Prouty
Dena M. Daoust	James R. Lyman, Jr.	Brian J. Sheridan (Refused)
Ann B. Elsaid	Garry Mahler	Ovidiu C. Ticlea
Lt. Eileen M. Harrigan	Gregory P. Morin	

**LIBRARY DIRECTOR**

Jean E. Collins

**LIBRARY DIRECTOR ASSISTANT**

Lori Berkey

**LOCAL CHANNEL  
COMMITTEE**

Richard M. Cote-Dumphy	June 30, 2021
Aaron J. Keyes	June 30, 2021
Jeffrey C. Mitchell (Refused – moving)	June 30, 2021
Douglas E. Nelson	June 30, 2020
William P. Schiebler, Chair.	June 30, 2020
Christopher J. Stannard	June 30, 2019

**LOCAL EMERGENCY MANAGEMENT PLANNING COMMITTEE****All terms expire June 30, 2020**

(changed to a 2 year appointment)

Roberta F. Briggs	Amanda L.M. Gage	Jeffrey C. Mitchell
Steven M. Coleman, Jr.	Christopher C. Hugo	Anthony A. Pellegrino
Darlene M. Coyle	Mark E. Maass, Chair.	Joseph E. Shenette
William A. Coyle, Sr.	Philip A. Maio	Andrew J. Sluckis, Jr.
Joseph F. Fahey	Michael R. Marino	Kenneth R. Smith
Bruce E. Fant		

**MASTER PLAN COMMITTEE**

(6/18/18 – reduced to 5 members)

Heather L. Baker	June 30, 2021
Carolyn Vangel Corriveau (Ref. 7/2/18)	June 30, 2021
Gregory A. Bohling, Chair.	June 30, 2019
Mark W. Imse, Vice-Chair.	June 30, 2019
Meghan E. Roche	June 30, 2019
Joseph L. Spano	June 30, 2019
Matthew Craig Benoit	June 30, 2018
Andrew Coles	June 30, 2018

**MODERATOR – ASSISTANT**

Charles A. Baker

May 21, 2019

**MUNICIPAL CO-ORDINATOR**

Chief Andrew J. Sluckis, Jr.

**MUNICIPAL HEARING OFFICER**

William A. Coyle, Sr.

**MUNICIPAL SCHOLARSHIP COMMITTEE All terms expire June 30, 2021**

(6/11/18 –increased to 5 members)

Maryellen Brunelle	Amy D. Faber	Ronald E. Prouty, Vice-Chair.
Gerard E. Delongchamp, Chair.	Deborah J. Kozik	

**OPEN SPACES**

John R. Anderson  
Mark T. Binnall  
Louise M. Downie, Vice-Chair.

**All terms expire June 30, 2021**

Alexander M. Kulesa, Jr.  
Ann L. Weston, Chair.

**PAKACHOAG GOLF COURSE ADVISORY COMMITTEE**

Peter S. Deary

June 30, 2021

Ronald A. Otterson, Vice-Chair.  
David F. Roy, Chair.

June 30, 2021  
June 30, 2021

**PARKING CLERK**

Susan M. Strozina

June 30, 2019

**PARKS, RECREATION AND  
CEMETERY SUPERINTENDANT**

Kenneth R. Fairbanks Sr.

**PARKS, RECREATION, & CEMETERY COMMITTEE**

Sari L. Bitticks  
Jeffrey J. Bylund  
Malory E. O'Brien  
Raffi P. Vartabedian, Chair.  
Kara A. Westerman-Murray

June 30, 2021  
June 30, 2021  
June 30, 2021  
June 30, 2021  
June 30, 2021

**PLANNING BOARD**

Nicholas Sean Lynch  
John T. Regan  
Scott C. Wrenn, Esq.  
Wendy J. Steinhilber, Vice-Chair.  
Ronald E. Brooks, Chair.  
Steven J. Chambers  
Jason Faber, Vice-Chair. (Ref. 7/2/18)

June 30, 2021  
June 30, 2021  
June 30, 2021  
June 30, 2020  
June 30, 2019  
June 30, 2021  
June 30, 2021

**ASSOCIATE**

**POLICE DEPARTMENT**

**CHIEF**

Andrew J. Sluckis, Jr.

**DETECTIVE - LIEUTENANT**

Richard S. Mills

February 21, 2019

**LIEUTENANTS**

Eileen M. Harrigan

Todd R. Lemon

**SERGEANTS**

Kenneth A. Charlton  
John J. Kelleher  
Frederick H. LaFlash, Jr.  
Daniel A. Lamoreaux

Justin D. Starkus  
Gregg T. Wildman

**KEEPER OF THE LOCKUP**

Chief Andrew J. Sluckis, Jr.

**PATROLMEN**

Matthew M. Alexandrovich  
Keith E. Chipman  
Derek P. Courchaine  
Anthony J. Donahue  
Daniel P. Dyson  
Eric K. Dyson  
Adam D. Gustafson

Brian C. Kennedy  
Stephen Koopman  
Tod J. Kuchnicki  
Matthew J. Laskes  
David J. Ljunggren  
James D. Ljunggren (Ret. 6/17/18)  
Paul P. Lombardi

Jason P. Miglionico  
Jonathan E. O'Brien  
Kendall L. Perrault  
Heath J. Picard  
Bryan A. Porcaro  
Christopher S. Raymond  
Vincent S. Ross



Randall E. Hawley  
Stephanie L. Hayward  
Spiros Kaperonis  
7/31/18)

James R. Lyman Jr.  
John P. MacLean  
Randy McCarthy

Luis W. Santos  
Brandon M. Starkus  
George J. Vranos (Ret.

### **LIQUOR LAW ENFORCEMENT OFFICERS**

Matthew M. Alexandrovich  
Sgt. Kenneth A. Charlton  
Keith E. Chipman  
Derek P. Courchaine  
Anthony J. Donahue  
Daniel P. Dyson  
Eric K. Dyson  
Adam D. Gustafson  
Lt. Eileen M. Harrigan  
Randall E. Hawley  
Stephanie L. Hayward  
Spiros Kaperonis  
Sgt. John J. Kelleher  
Brian C. Kennedy

Stephen Koopman  
Tod J. Kuchnicki  
Sgt. Frederick H. LaFlash  
Sgt. Daniel A. Lamoreaux  
Matthew J. Laskes  
Lt. Todd R. Lemon  
David J. Ljunggren  
James D. Ljunggren (Ret. 6/17/18)  
Paul P. Lombardi  
James R. Lyman Jr.  
John P. MacLean  
Randy McCarthy  
Jason P. Miglionico

Sgt. Richard S. Mills  
Jonathan E. O'Brien  
Kendall L. Perrault  
Heath J. Picard  
Bryan A. Porcaro  
Christopher S. Raymond  
Vincent S. Ross  
Luis W. Santos  
Chief Andrew J. Sluckis Jr.  
Brandon M. Starkus  
Sgt. Justin D. Starkus  
George J. Vranos (Ret. 7/31/18)  
Sgt. Gregg T. Wildman

### **SPECIAL POLICE**

Scott R. Davis  
Jay B. Johnson  
James D. Ljunggren  
Mark E. Maass  
George J. Vranos

September 19, 2020  
January 18, 2021  
July 23, 2021  
January 18, 2021  
July 30, 2021

### **DISPATCHERS**

Jamie Cantwell  
Justin K. Chao  
Joseph D. Clem (res. 12/21/18)  
Karen L. Doherty  
Anthony T. Doray

Sean Fleming  
Kayla A. Fontaine  
Brian Gould  
Erin Lambert  
Elizabeth E. Martinsen

Michael Monfreda  
Paul Pepin  
Nicole A. Pray  
Ann M. Trotto  
John P. Wojcik

### **PRECINCT OFFICERS ALL PRECINCTS All terms expire August 31, 2019**

#### **WARDEN**

Ellen C. Gaboury

Susan M. Strozina

#### **DEPUTY WARDEN**

Sarah E. Strozina

### **PRECINCT ONE**

Elizabeth Anusauskas  
Amy E. Berg  
Barbara A. Evangeline  
Shirley A. Hill

Virginia M. Jenkins  
Elizabeth F. Jolie  
Dorothy L. Krom  
Kathleen A. Lagacy (Dec. 9/13/18)

Elizabeth L. Prouty  
Sheila F. Talman  
Zachary R. Taylor  
Patricia M. Westerlind

**PRECINCT TWO**

Patricia E. Joyce

Diane F. Spanos

**PRECINCT THREE**

Carol A. Breault  
 Judith G. Brink  
 L. Joyce Collins  
 Lesley A. Davis  
 Susan Deso  
 Linda L. Doherty

Linda G. Grenon  
 Sharon A. Lindsey  
 Dorothy A. Montville  
 Nancy A. Prostak  
 Paula F. Rossik

Meaghon Ryan  
 Sheila E. Skog  
 Pamela Ann Threlfall  
 Jane M. Van Winkle

**PRECINCT FOUR**

Christine C. Benvenuti  
 Nancy L. Coppolino  
 Mildred L. Cummings

Cynthia M. Dube  
 E. Helene Hanam

Brenda A. Paquette  
 Deborah G. Shelton

**PRECINCT FIVE**

Ellen P. Belanger  
 Cheryl Ryan Chan

Anna M. Fleming  
 Joyce S. Gallivan

Ann Marie Luks

**SPARE ELECTION WORKERS**

Jane E. June

Kristi M. Perrin

**RECREATION/CULTURAL DIRECTOR**

Kristen M. Pappas

**REGISTRARS OF VOTERS**

Deborah G. Nurse, *Chair*.  
 Debra A. Gremo  
 Jerry-Jirair M. Balayan  
 Michael L. McNamara

June 30, 2021  
 May 18, 2021  
 June 30, 2020  
 June 30, 2019

**ASSISTANT REGISTRARS**

Melinda A. Kemp

**All terms expire September 1, 2018**

Sarah E. Strozina

**RIGHT TO KNOW MUNICIPAL CO-ORDINATOR**

Stephen M. Coleman, Jr.

**SCHOOL BUILDING COMMITTEE**

School Committee appointments

Rene W. Gibree  
 Paul A. Marrone  
 Joseph F. Fahey  
 Wayne C. Page  
 Lonn F. Beaudin  
 Mark W. Imse, *Chair*.  
 Jeffrey J. Slomski  
 William F. Westerlind, Sr.  
 Kara A. Westerman-Murray

June 30, 2021  
 June 30, 2021  
 June 30, 2020  
 June 30, 2020  
 June 30, 2019  
 June 30, 2019  
 June 30, 2021  
 June 30, 2021  
 June 30, 2021

Moderator appointment

Selectmen appointments

	Robert D. Grossman	June 30, 2020
	Michael J. Sampson	June 30, 2020
	Joseph V. Miller III	June 30, 2019
	Robert E. Murray	June 30, 2019
<b>SEWER COMMISSION</b>	Mark E. LaPlante, Sec.	June 30, 2021
	Thomas J. Healy, Chair.	June 30, 2020
	Wayne M. Belec, Vice-Chair.	June 30, 2019
<b>SEWER SUPERINTENDENT</b>	Jeffrey C. Mitchell	
<b>SOLID WASTE ADVISORY COMMITTEE</b>	(reduced from 5 members to 3 members 11/19/18)	
	Lisa Rocheford	June 30, 2021
	Michael J. Blair	June 30, 2020
	Virginia L. Marchant, Chair.	June 30, 2019
<b>SUPERINTENDENT OF SCHOOLS</b>	Dr. Maryellen Brunelle	
<b>SUPERVISOR OF CABLE AND COMMUNITY TELEVISION</b>	Christopher C. Hugo	
<b>TAX ABATEMENT AND EXEMPTION ADVISORY GROUP</b>		
<b>All terms expire December 11, 2019</b>		
Lionel R. Berthiaume	Cynthia A. Cosgrove	Edward J. Kazanovicz
Lawrence J. Corbin III	Kimberley A. Holstrom	Ann L. Weston
1 vacancy		
<b>TAX POSSESSION CUSTODIAN</b>	Mary Ann Murphy	
<b>TOWN ACCOUNTANT</b>	Edward J. Kazanovicz	
<b>ASSISTANT TOWN ACCOUNTANT</b>	Katherine J. Hanson	June 30, 2019
<b>TOWN CLERK, ASSISTANT</b>	Sarah E. Strozina	
<b>TOWN COUNSEL</b>	Robert J. Hennigan, Jr.	
<b>TOWN ENGINEER</b>	William A. Coyle, Sr.	
<b>CIVIL ENGINEER</b>	Joanna E. Paquin	
<b>TOWN MANAGER</b>	Julie A. Jacobson	January 30, 2020
<b>TOWN MANAGER ASSISTANT</b>	Edward J. Kazanovicz	
<b>TOWN PLANNER</b>	Adam Menard	
	Matthew Benoit (res. 10/26/18)	

**TOWN PLANNER ASSISTANT****TREASURER/COLLCTOR**

Mary Ann Murphy

**TREASURER/COLLECTOR ASSISTANT**Catherine A. Spanos  
Deborah G. Shelton  
(Ret.9/21/18)**TRENCH PERMIT GRANTING AUTHORITY**

William A. Coyle, Sr.

**UPPER BLACKSTONE WATER POLLUTION  
ABATEMENT DISTRICT REPRESENTATIVE**

	Jeffrey C. Mitchell	June 30, 2019
<b>ALTERNATE</b>	Joseph E. Cusson	June 30, 2019

**VETERAN'S ADVISORY COMMITTEE**

	David L. Peckham	June 30, 2021
	Daniel J. Boyle	June 30, 2020
	William M. MacLean, Chair.	June 30, 2020
	Richard P. Langevin	June 30, 2019
	Carl E. Westerman, Vice-Chair.	June 30, 2019

**VETERAN'S AGENT**

Larry J. Corbin, III

**WIRING INSPECTOR  
ASSISTANT**

	Thomas V. Keller	June 30, 2019
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**WIRING INSPECTOR**

	David A. dela Gorgendiere	June 30, 2019
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**WORCESTER REGIONAL  
TRANSIT AUTHORITY**

	Matthew Craig Benoit	June 30, 2021
	Mark T. Binnall	June 30, 2021

**YOUTH COMMISSION**

(reduced to 5 members on 6/26/18)

	Norman P. LaFlash, Sr.	June 30, 2021
	James D. McGlynn	June 30, 2021
	Marco E. Peschiera	June 30, 2021
	Victor A. Bowen (ref. 10/26/18)	June 30, 2020
	Nikki A. Sharleville	June 30, 2020
	Deborah J. Langlois	June 30, 2019
	John J. Gannon	June 30, 2018
	Dorothy S. Kauffman	June 30, 2018
	Tracy S. Richert	June 30, 2018

**ZONING BOARD  
OF APPEALS**

	Richard G. Kusy	June 30, 2021
	Robert J. Tatro, Chair.	June 30, 2021
	Michael J. Marin, Vice-Chair.	June 30, 2020
	Meghan E. Roche	June 30, 2020

<b>Associate members</b>	J. Laurence Ciccolo	June 30, 2019
	Karen Mary Blais	June 30, 2019
	Peter E. Jones	June 30, 2021
<b>ZONING BYLAW REVIEW COMMITTEE</b>	Dennis Natoli	June 30, 2021
	Michael J. Marin, <i>Chair.</i>	June 30, 2020
	Robert J. Tatro	June 30, 2020
	Eric Seaman Chilton, <i>Vice-Chair.</i>	June 30, 2019
	Nicholas Sean Lynch	June 30, 2019

## TOWN OF AUBURN ANNUAL TOWN MEETING MAY 1, 2018

At 7:13 PM Moderator Chester S. Stencel called the meeting to order in the Auburn High School Auditorium with a quorum present. He led the meeting with the Pledge of Allegiance. He then followed with the in memoriam list of Town Meeting Members that had passed away in the past year. The Moderator appointed Debra Dubois, Ellen Gaboury, John Stencel, James Stolberg, Jr., John O'Day and Robert Moffat as counters who were sworn in by the Town Clerk.

In compliance with the provisions of the Auburn Charter, copies of the warrant along with the recommendation of the Finance Committee were mailed to each Town Meeting Member on April 17, 2018. Constable Robert Tatro posted attested copies of the warrant in at least two conspicuous places in each precinct on April 17, 2018.

**Members present: 90**

### **Article 1: REPORTS OF COMMITTEES**

#### **Finance Committee Report**

Good evening, and thanks for your participation in the Annual Town Meeting process.

The Finance Committee has completed its review of the Town's budgets and CIP for fiscal 2019, which you have before you now. I would like to acknowledge the hard work by our committee, and I appreciate their commitment to adding value to the annual budget process.

The \$67.0 million budget before you represents a \$1.8 million, or a 2.79%, increase from the final 2018 budget. The largest increases in the budget include an almost \$870 thousand increase in the School Department operating budget and a \$635 thousand increase in Employee Benefits. The combined Public Safety budgets accounted for an additional \$367 thousand increase. Staff additions include 10 at the School Department, 1 DPW worker, and 5 additional Public Safety positions.

Funding for and the timing of these additions vary during the upcoming fiscal year.

Taxes will be increased in FY 2019 by approximately 1.48%, following a 1.26% increase in the final FY 2018 budget. Cherry Sheet receipts are expected to increase by \$987 thousand in FY 2019 to \$13.3 million, which would represent 19.9% of revenue sources compared to 19.2% in the prior fiscal year. All revenue projections continue to adhere to our Financial Policies, which are conservative by design.

In summary, the fiscal year 2019 budget process went as anticipated, with general agreement on Beacon Hill regarding local aid, including another substantial increase in Chapter 70 aid. Local revenues continue to meet and exceed budgeted expectations, and our newly amended Free Cash Policy is allowing the town to address secondary capital needs without additional taxation on residents & businesses in our community.

The Finance Committee did request that additional operating reserve funds be added to address the now perennial Snow & Ice accounts deficit, along with a Salary Reserve addition as we continue to lose professionals to other towns due to compensation challenges.

Warrant Articles before you tonight include various standard annual articles, the annual \$500 thousand contribution to the OPEB Trust account, CIP re-purposing, and various citizen petitions and other requests.

Regarding the Warrant Articles, the Finance Committee takes the following position.

**Articles 2 thru 22 - Yes**

**Article 23 – No (comment below)**

**Article 24 - Yes**

**Article 25 - Defer to Petitioner**

**Article 26 thru 28 – Yes**

**Articles 29 thru 33 - Defer to Petitioner**

**Regarding Article 23**, the Finance Committee's vote (5-0 against recommending) simply reflects our fiscal opinion that taxpayer funds should not pay for the former Auburn High School cupola's upkeep, although we agree with the article's sponsor (the DPW) safety concern for the deteriorating condition of the monument.

Respectfully submitted,

Kevin Hussey, Chairman  
Anne Cavanaugh, Vice Chair  
Edward Coleman  
Kimberley Holstrom

Malory O'Brien  
Kevin Kennedy  
Trevor Sansoucy

## **Board of Selectmen Report**

The Board of Selectmen is pleased to recommend the budget prepared by Town Administration and presented to the Finance Committee. The financial policies once again play a key role in the budget process. These financial policies adopted by the Board of Selectmen, School Committee and the Finance Committee help the town to continue its financial stability. The long-term planning has enabled us to look out 5, 10 and 20 years for the town's needs.

The Board of Selectmen makes the following recommendations on the Annual Town Meeting Warrant.

Articles 2 - 12.           The Board of Selectmen voted to recommend approval.

Articles 13 - 30.       The Board of Selectmen voted to recommend approval.

Articles 31 - 33.       The Board of Selectmen voted not to recommend approval.

The Auburn Board of Selectmen:	Doreen M. Goodrich, Chairman
	Kenneth A. Holstrom, Vice Chairman
	Daniel S. Carpenter
	Lionel R. Berthiaume
	Tristan J. Laliberte

## **Town Manager Report – Julie Jacobson**

Your Tax Dollars at Work

### **Prudent allocation of resources to promote efficient operations and the effective delivery of services for the Town of Auburn**

- Animal Control/Inspections
- Auburn Cable Television
- Building Inspections
- Business Development
- Communications and Outreach
- Community Programs and Events
- Economic Development
- Emergency Management
- Facility Management
- Fiscal Management
- Fleet Maintenance
- Grantsmanship
- Green Initiatives
- Information Technology
- Infrastructure Improvements
- Legislative and Policy Advocacy
- Library

- Planning
- Permitting
- Public Health
- Public Safety
- Public Services
- Public Works
- Recreation and Culture
- Senior Center
- Training and Certifications
- Veteran's Services

### **Prior Year's Highlights**

- Maintained AA2 Moody's Bond Rating
- Maintained S&P Bond Rating of AA+
- Pakachoag Golf Course net profit of \$64,753 calendar year 2017
- Completed Comprehensive Housing Plan and received State DHCD approval
- Awarded bid for two elementary schools to Pennrose Properties
- Held Design Charette for proposed Senior Housing elementary school redevelopment projects
- Received \$28k grant for new on-line permitting system
- Secured 44 grants totaling \$556,857.43 in calendar year 2017
- Developed and received BOS and FinCom approval for new Free Cash Policy
- Completed and received approval for Chapter 61 process and procedure
- Developed new Citizens Leadership Academy
- Held 1<sup>st</sup> Senior Resource Fair at the Senior Center
- Completed new Pakachoag Hiking Trail
- Continued process to update the Town's Master Plan
- Continued Zoning Bylaw Review process
- Initiated Opioid Awareness Program with BOH, Police, Fire and School Department

### **Strong Financial Management**

- Adherence to Written Financial Policies
- Conservative Budgeting
- 5-Year CIP
- 5-Year Facility Improvement Plan
- 5-Year Long-range Budget Forecasting
- Strong Health Trust Fund
- Commitment to Maintaining Reserves
- Commitment to Address Long-term Liabilities
- Aggressive Pursuit of Grants

- Bond Rating Aa2 from Moody's
- AA+ Bond Rating from S&P
- Lower borrowing costs
- Increase in Free Cash
- Increase in Reserves
- Increase in Excess Levy Capacity
- Continued Investment into OPEB
- Continued investment into Stabilization Fund
- Strong Independent Audit Results

Achieved while NOT taxing to Prop 2 ½ limit



**Increase in Free Cash: 8 YEAR TREND**

**OPEB Fund \$500,000 Annual Appropriation**

**Increase in Stabilization Fund**

**Investment in Multi-Year Roadway Improvement Program**

**Total Reserves \$33,926,406**

**(As of March 2018)**

**Pakachoag Golf Course**

- January 1, 2016 Town assumed operations, management and maintenance
- Renovated clubhouse
- Built new deck
- Improvements to well pumps, electrical, and irrigation system
- \$65,000 drainage grant
- Greens maintenance and repairs
- Lease/Purchase Golf Carts
- Installation of approximately 600 feet of sub-drain to alleviate flooding and drainage issues
- Significant improvements to the irrigation system
- Continue to actively market and promote the golf course through web site, social media, and promotional offerings
- Merchandise sold in the pro shop with the golf course logo includes shirts, hats and other items as well as gift cards
- Calendar year 2017
  - Revenues \$387,828
  - Expenditures \$323,075
  - Net Profit \$64,753

for the two half Fiscal Years 2017 & 2018

**Grant Activity**

**2017**

46 Applications

Applied for \$617,697.43

44 Awarded

2 Pending

Total Awarded \$556,857.43

**2018 (Through May 1)**

10 Applications

Applied for \$2,667,699.89

2 Awarded

8 Pending

Total Awarded \$6,311.89

**2011-2017**

208 Applications

Applied for \$11,180,908.70

182 Awarded

Total Awarded \$3,489,019.55

**Energy Efficiency Measures**

**CERT Equipment**

**Economic Development Plan**

**Housing Plan**

**Elementary Education Initiative**

**On-Line Permitting**

**Police Equipment**

**Traffic Enforcement Initiatives**

**Fire Staffing and Equipment**

## **Development and Inspectional Services**

### **Animal Control**

- 853 responses to calls
- Vaccine and Microchip Clinic
- On-line Lost Pet Reporting System
- On-line Dog Licensing
- 2,481 licenses issued (94% increase over 2015)

### **Permits 1,795 Total 2017**

- 728 Building Permits issued
- 50 Certificates of Inspection
- 474 Gas & Plumbing
- 440 Wiring
- 103 Weights & Measures

### **Planning**

- Master Plan
- Zoning Bylaw Review
- Development Coordinating Group
- Board and Commission liaison

### **Energy Initiatives**

- Green Energy Initiatives
- Green Community Grants
- Municipal Aggregation
- MassSaves Program

### **Board of Health**

- Flu Clinics
- West Nile Virus bulletins
- Household Hazardous Waste Day
- Yard Waste Pick-Up
- Prescription Drug Take Back
- SHARPS Collection Program
- Emergency Planning for Health Issues
- The Attorney General's Abandoned Housing Initiative
- Trash and Recycling
- Composting Program
- Sharps Collection Program
- Mercury Recycling Program

## **Fire Rescue Department**

- 3,632 emergency calls (busiest year in 100 year department history)
- 2,223 EMS calls (excludes vehicle accident with injury)
- District 7 Regional Technical Rescue Team Technical Rescue
  - Dive Rescue
  - Communication

- CEMLEC SWAT Team
- Citizen Fire Academy
- Youth Leadership Program
- Social Media & Communication Efforts
- Bureau of Community Risk Reduction:
  - Fire Prevention
  - Community CPR
  - Hazardous Materials Tracking
  - Pre-Fire Planning
  - Public Education
- 100<sup>th</sup> Year Anniversary Events
- Classes for businesses
  - Fire extinguisher classes
  - Choking classes
  - CPR classes
- Senior Programs
  - Cooking safety
  - Fall prevention
  - File for Life
  - General fire safety
- Fire Prevention Week Activities
  - Open House
  - School Programs
  - Poster Contest

### **Police Department**

- 21,238 Calls and incidences
- 627 Arrests
- 437 Motor Vehicle Accidents
- 2 Robberies
- 141 Assaults
- 90 Shoplifting
- 53 Narcotics Violations
- 7 Sex Offenses
- 234 Detective Bureau Investigations
- National Law Enforcement Memorial
  - Officer Ron Tarentino
- Massachusetts Law Enforcement Memorial
  - Officer Ron Tarentino
- Auburn Tarentino Memorial Project
- 13<sup>th</sup> Citizen's Police Academy
- Social Media – Outreach and communication with community through Facebook, Twitter, Instagram
- Annual APA 5K Run/Walk to raise money for the Scholarship Fund
- School Safety Officer
- Grantsmanship

- Pink Patch Project
- No Shave November
- Regional Drug Task Force
- CEMLAC
  - Collision Reconstruction Unit
  - SWAT Team
  - Motorcycle Unit

## **Public Services**

### **Library**

- Children's Programs
- Family Programs
- Educational Programs
- Museum and Local Attraction Pass Program
- Partnership with Schools
- New Partnerships

### **Lorraine Gleick Nordgren Senior Center**

- Tax Assistance
- Resource Fair
- Senior Outreach
- Health and Wellness
- Educational Programs
- Volunteer Recognition
- Fitness Classes
- Meals on Wheels

### **Veteran's Services**

- Tax Work-Off Program
- Assistance with State applications
- Access to veteran's benefits

## **Auburn Cable Television**

### **Department of Public Works**

- Roadway Resurfacing and Reconstruction Program
  - FY2017, the Town finished construction on a \$580,000 project to reconstruct approximately 1.5 miles of roads
  - Awarded a \$1.7 million project to reconstruct/resurface 3.3 roadway miles currently under construction
- Facility Management
  - Over \$800K in savings since implementation
- Fleet Maintenance
  - \$70K annual savings
- Sewer Maintenance
- Stormwater Management
- Engineering
- Parks and Cemeteries

- Recreation and Culture
- Street Sweeping
- Leaf and Brush Pile
- Pakachoag Golf Course operations, management and maintenance
- Pakachoag Hiking Trail

### **Community Events**

- Summer in the Park Concert Series
- Independence Day event
- Farmer's Market
- Fall Festival/Homecoming
- Annual Tree Lighting Event
- Annual Holiday Craft Fair
- Holiday Lights in Parks
- Special Olympics
- Summer Camps
- Year-round Recreation and Culture Programs
- Senior Center Programs and Events
- Library Programs & Events

### **Communications and Outreach**

- ▶ Social Media
  - ▶ Facebook
  - ▶ Twitter
  - ▶ YouTube
  - ▶ Instagram
- ▶ The Auburn Account Quarterly Newsletter
- ▶ Auburn Local Radio 1610 AM
- ▶ CodeRED
  - ▶ Emergency Communication System
  - ▶ Weather Warning
  - ▶ Mobile Alert
  - ▶ Community Notification System
- ▶ AuburnGuide.com
- ▶ Auburn Cable Television
- ▶ Public Service Announcements
- ▶ Electronic Town Updates
- ▶ School Department Email Announcements
- ▶ Electronic Billboards
- ▶ Local Media Outlets
  - ▶ Print
  - ▶ Radio
  - ▶ Television

## **Green Initiatives**

- Municipal Aggregation Program for Resident and Business Savings
  - Selected Constellation Energy for 6 month contract which began in December 2017
  - Selected Constellation Energy for 12 month contract which begins in June 2018
- Completed 3<sup>rd</sup> Competitive Green Community Grant for \$186,733
  - LED lighting conversion at the Auburn Public Library
  - HVAC control upgrades at the High School
  - Building weatherization measures at the Swanson Rd/ Intermediate School, Bryn Mawr Elementary School, and Pakachoag Elementary School.
- Qualified and applied for next round of competitive

## **Green Community Grant**

- Awarded 4th Competitive Green Community Grant for \$213,804
  - Energy conservation measures at Auburn High School, Bryn Mawr School, and the Auburn Public Library
- Net Metering Credit Agreement
- Partnered with National Grid and HomeWorks Energy Inc., a home performance contractor participating in the Mass Save program.
  - Earned
  - Awarded 2017 Shining Community Award from Ngrid Community Incentive Program

## **Economic Development**

- New Economic Development Coordinator
- Business Assistance
  - Technical assistance to businesses seeking to relocate, expand or start-up
  - Site Search Assistance
  - Permitting and Licensing Assistance
  - DCG for Project Assistance
- Drury Square Vision Plan Implementation
- Economic Development Plan Implementation
- Economic Development Committee
  - Marketing video
  - Collateral Materials
- Housing Plan Implementation
- Ongoing Master Plan update
- Ongoing Zoning Bylaw Review process
- Board and Commission Training
- Legislative advocacy on zoning and economic development bills
- Local Government Advisory Commission
- Work with Worcester Regional Chamber Economic Development for business retention and attraction
- Discover Central Massachusetts Board Member
- Tourism and Economic Development

### **Business Development**

The Development Coordinating Group (DCG) held 14 meetings and reviewed 45 projects, 25 of which were license applications. The remaining 20 projects consisted of concept plans or Board & Commission applications that required technical review prior to opening each respective public hearing. These projects include new licenses, expanded operations and facility expansions.

### **Projects Completed in 2016:**

- Diamond Auto Group- 51 Faith Avenue
- Edward Jones Investments – 5 Albert Street
- T&M Autobody & Repair – 844-848 Southbridge Street
- Dippin’ Donuts – 913 Southbridge Street
- Grafton Street Convenience – 860 Southbridge Street
- Gemini Spa - 518 Washington Street
- Roche & Wrenn, P.C. – 426 Pakachoag Street

### **Proposed Projects:**

- 20-30 Elmwood Street -Central One Federal Credit Union Call Center
- 838 Southbridge Street - Dental Office
- 190 Washington Street - Two Independent Auto Dealerships
- 430 Rochdale Street - SWEB Development USA LLC Solar Array
- 476-500 Leicester Street - Seaboard Solar Holdings LLC
- 781 Southbridge St/4 Appleton Rd- Pridez LLC beauty shop/salon
- Two proposed RMDs – distribution
- Mary D. Stone School Redevelopment and Julia Bancroft School Redevelopment – Senior Affordable Housing

### **Projects Underway:**

- Auburn Mall Medical Center Use – 385 Southbridge Street
- Auburn Dialysis Center “ARA Auburn Health, LLC” – 771 Southbridge Street
- Windmill Estates Open Space Residential Subdivision – 46 Prospect Street
- Whitetail Run Residential Subdivision – 23 Brook Street
- O’Reilly’s Auto Parts – 700 Southbridge Street
- Impact Fitness – 314 Washington Street
- Sparhawk Contracting Inc. – 3 Jerome Avenue
- The Reserve at Ashworth Hill Residential Subdivision – 18 Blaker Street
- Herb Chambers Toyota - 809 Washington Street
- Prime Motor Group - 780 Washington Street
- Charcharone Properties - 813 Southbridge Street
- Hamlet Estates Residential Subdivision – 127/129 West Street

### **New Growth History FY14–FY18**

**New Growth-History 5 Yr Avg=\$691,973**

### **Public Policy and Advocacy**

- Local Government Advisory Commission (LGAC)
- Lt. Governor Polito Municipal Focus Group
- Cannabis Advisory Board
- Massachusetts Municipal Association (MMA)
- Massachusetts Municipal Management Association
- MMA Policy Committee on Municipal and Regional Administration Policy
- Central Massachusetts Regional Planning Commission (CMRPC) Legislative Meetings
- Central Mass Regional Homeland Security Council
- Regional Town Managers/Administrators Group
- Discover Central Massachusetts
- Regular Communication with State and Federal Delegation
- Legislative Research and Advocacy
  - Legislation to Amend Chapter 61A
  - Zoning Reform Bill
  - Recreational Marijuana Law
  - Solar Bills
  - Veterans Bills
  - Housing Bills

### **Strategic Community Partnerships**

- Leverage Investment
- Increase Resources
- Provide Programs to Residents
- Enhance Services
- Create Positive Community Impacts
- Strengthen relationships between businesses, residents and government
- Auburn School Department
- Auburn Chamber of Commerce
- Worcester Regional Chamber of Commerce
- Auburn Mall
- Republic Waste
- Masterman's
- Polar Beverages
- Southbridge Credit Union
- WRTA
- Stearns Electric
- Bank Hometown
- Business Roundtable
- RH White's

### **Thank you**

- Town Meeting Members
- Board of Selectmen
- School Committee
- Finance Committee



- Auburn School Department
- Auburn Boards, Commissions and Committees
- Legislative Delegation
- Resident Volunteers
- Business Community
- Town Employees

**Dr. Maryellen Brunelle, Superintendent of Schools**  
**The Auburn Public School Report... FY 2019 Budget**

“Unity is strength .... when there is teamwork and collaboration wonderful things can be achieved” Mattie Stepanek

I thank the Leadership Team – and the entire APS Team - for their daily and ongoing contributions

Budget Creation Driven by Our Mission, Vision & Shared Core Values

**Mission:** Strengthening Connections through Rigor, Relevance and Relationships

**Vision:** Our vision is to educate and prepare students for the opportunities and challenges of a changing world.

**S-tudent-Centered Decision Making**  
**H-igh Expectations for All**  
**A –ll Environments are Safe and Respectful**  
**R-esponding to Needs Based on Data**  
**E-quitable Opportunities for All**  
**D-edicated to Continuous Improvement**

**As we have done since 2008, those CORE VALUES drove our decision-making as we developed the draft FY 2019 budget, the same question being asked throughout the process:**

***How will this impact students and their achievement?***

**APS Strategic Plan**

Building on the Strategic Plan first envisioned by 120+ school and community members in the Fall of 2013, nearly 140 school and community representatives gathered on Saturday, November 18th to answer the question: What do we need to do to ensure that our students continue to be ready to embrace the opportunities and challenges of a changing world?

The information gathered is now being used to create the District's new Strategic Plan.

- ☑ **Student Safety** - the safety of our students is paramount, therefore maintaining an environment in which our students and staff can work, learn, grow and thrive is a top priority
  - Social-Emotional health and safety of students supported with additional social-emotional support personnel, namely a BCBA (paid for with grant funds)
  - Increase hours of the Athletic Trainer to support students during athletic events
  - As per students' IEPs, provide ABA or IA support to assist them in finding success
  - Based on students' individual needs, a 1:1 nurse will be required to provide medical support
  - Maintenance of safety funding to address recommendations of Safety Advisory Team
  
- ☑ **Student Achievement** – as a school district, we believe strongly in the ideals of continuous improvement and educational excellence, as well as our responsibility to ensure that students are prepared to embrace any opportunity they choose post-graduation
  - Incorporate Health Teacher at AMS to support students' wellness
  - Addition of a Grade 4 Teacher to reduce class size to appropriate level
  - Continuation of Early College Opportunities
  - Continuation of Preschool that reduces or removes financial barriers
  - Continuation of our beyond-the-school day opportunities
  - Continuation of IA/ABA support for Unified Sports' participants to excel
  
- ☑ **Class Size** – in keeping with School committee expectations, this budget reflects class sizes that are below 25 students per class at the elementary level, while maintaining appropriate Class sizes at both the middle and high school levels
  - Add a Grade 4 teacher at SWIS to ensure that class sizes remain at or below 25 per School Committee expectations
  - Add Kindergarten IA to PAK – based on anticipated enrollment, to ensure that class sizes remain at appropriate levels
  
- ☑ **Technology** - funded through both the CIP, operating budget, school choice and grant funds, along with FF&E monies as appropriated through the Auburn Middle School building project, we have in place a 1:1 iPad initiative in grades 6 through 12, 24/7, with a 1:1 environment at grades 3-5 during the school day and an approximately 1:3 environment at BM & PAK via iPad carts.
  - A Technology support person will assist in providing support to staff as they work to integrate technology across the curriculum
  
- ☑ **Textbooks** - our goal is to ensure that our students have current materials and textbooks to utilize across the District. The focus of these funds will be on updating science texts now that the State has released the updated standards. Additionally, replacement texts will be purchased, as needed, with Advanced Placement texts being added as additional courses are brought online
  - The upgrading of science textbooks/materials will be the focus in FY 19, with those items being purchased in FY18

- **Educator Evaluation** – the APS Team continues to work collaboratively to focus our energies on teaching and learning, with improved student achievement being a top priority
  - The continuation of Learning Walks will assist the Leadership Team in our quest to further calibrate our evaluation practices and deepen our discussions around teaching and learning

- ☑ **Professional Development** - the staff of the Auburn Public Schools is committed to their own professionalism as well as their own continuous improvement. By providing a high quality program of professional learning opportunities, we ensure that the APS Team remains current and at its best
  - Funds to continue to support a dynamic program of professional development for all members of the APS Team. Our goal of capacity building is supported through these funds.

- ☑ **Strategic Plan Implementation** - on November 18<sup>th</sup>, nearly 140 school and community representatives determined continued areas for growth and development within our 5 overarching goals of Teaching and Learning; Technology; community Partnerships; Transitions; Health Wellness & Safety. This budget reflects our continued commitment to the Strategic Plan that was approved in the spring of 2014 and that included the input of 120+ school and community representatives
  - FY 2019 budget supports the goals of the Strategic Plan

School/Dept	Position	Cost	Impact
Auburn Middle	1 Health Teacher	\$46,186	Support students' well being
Pakachoag	1 Kindergarten IA	\$18,030	Maintain appropriate staffing
Bryn Mawr School	2 ABAs	\$47,104	Provide appropriate level of supports to students per their IEPs
	1 1:1 Nurse to support student	\$40,000	To support a special needs child
	2 Preschool IAs	\$34,000	To support children w/special needs
	1 Preschool ABA	\$17,000	To support child w/special needs
Swanson Road	1 Grad 4 teacher	\$46,186	Maintain appropriate class size
District	1 Technology Support	\$35,000	Provide appropriate level support
District	1 BCBA (Board Certified Behavior Analyst)	\$75,000	Paid completely with grants funds – To provide add'l behavioral support across District
Athletics	Unified Sports Coaches	\$3,000	To equitably pay Unified coaches
Athletics	JV Boys' Lacrosse Coach	\$2,704	Expansion due to student interest
Totals		\$289,210*	(*does not include BCBA as this is grant funded)

Offsets totaling \$2,678,846 were used to minimize the impact of the FY2019 Auburn Public School District's Budget.

Offsets include available grants, school choice funds, Medicaid receipts, building rental, athletic revolving and all other revolving accounts.

TEAM WORK (noun) cooperative or combined effort of a group of persons working together as a team for a common cause

FY 2019 Auburn Public Schools' Budget is \$25,849,562

which represents an increase of \$867,801 or a 3.47% increase over the approved FY 2018 amount of \$24,981,761

Per the House Ways & Means proposed FY 19 budget, the Auburn Public Schools will receive an increase in Chapter 70 totaling \$988,425 which is \$120,624 MORE than the requested increase

Per M.G.L. 71B, Sections 2 through 6, Districts are obligated to provide students with educational services in the *least restrictive environment*, which is, in most cases, in the District itself.

The Auburn Public Schools takes this responsibility very seriously and works to develop programs, to include providing instructional assistant or ABA support, professional support and specialized materials to ensure that children are educated with their peers in the Auburn Public Schools.

When the District cannot appropriately meet students' needs, or when a student moves into Auburn but was previously in an out-of-district placement, it is the obligation of the School Committee to pay for such placement, until such time as the child is appropriate to return to the District.

It will remain our goal to return students to the Auburn Public Schools whenever possible, however we must have funding in place to meet our legal obligation to provide educational programming in a collaborative programs, approved private day programs or a residential program, as determined by the IEP Team and the professionals who have evaluated the child.

Out-of-District School Name	Tuition Cost	Transportation Estimate	TOTAL COST
Cotting School	\$76,596.51	\$39,822.00	\$116,418.51
Kennedy Day School	\$86,291.45	\$38,850.00	\$125,144.45
New England Center for Children-Day Program	\$116,260.79	\$38,636.00	\$154,896.79
Seven Hills Residential Program	\$195,528.93	\$12,600.00	\$208,127.93

Special Education Stabilization Fund Policy

**A Special THANK YOU to the members of the Working Group:**

Members from the Board of Selectmen:

- Ken Holstrom and Dan Carpenter

Members from the Finance Committee:

- Kim Holstrom and Kevin Kennedy

Members from the School Committee:

➤ George Scobie and Jessie Harrington

Along with Julie Jacobson, Ed Kazanovicz, Kathy Lauzé and Cecelia Wirzbicki

Policy Approved

By School Committee: April 4, 2018

By Board of Selectman: April 9, 2018

By Finance Committee: April 11, 2018

Strengthening Connections Through Rigor, Relevance & Relationships

mission of the Auburn Public Schools

**RIGOR:** Rigorous Core Curriculum; AP and Pre-AP trainings; Keys to Literacy Training; Effective Questioning; Writing across Curriculum Areas; STEM programming; Co-Teaching and Inclusion; MCAS 2.0 Readiness; iPad Integration; Implementation of CCSS  
**TEACHING & LEARNING; TECHNOLOGY**

**RELEVANCE:** Job-embedded and sustained trainings on District priorities; maintenance of effort; Goals of Educator Evaluation system that mirror and support District and School Improvement Goals; Collaborative Summer Work to ensure rigor *and* consistency in programming for all students **TEACHING & LEARNING; TRANSITIONS; TECHNOLOGY**

**RELATIONSHIPS:** Co-Teaching and Inclusion intended to support ALL students; Horizontal and Vertical Teams; Strengthened Transitions; Collaborative and ongoing relationships with Town's administration and departments to share resources; ongoing Community Service Learning projects **TEACHING & LEARNING; COMMUNITY PARTNERSHIPS; TRANSITIONS**

**RESPONDING TO NEEDS BASED ON DATA:** Formative and Summative Assessment Data...What does it tell us and what changes do WE need to make to improve the results? Every decision is made against the backdrop of, "How will this impact students and their achievement?" **TEACHING & LEARNING**

### Recent College Acceptances

American University	Boston College	Brown University
Fordham University	Purdue	MIT
Clark University	Boston University	Providence College
Brandeis University	Holy Cross college	Rensselaer Polytechnic Institute
University of Vermont	Univ. of Alabama	New York University
George Washington University	Eastern Connecticut State University	James Madison University

### Student achieve at high levels academically

National Honor Society

"We the People" State Championship for 2 consecutive years

AMS Students Inducted into the National Junior Honor Society

Model UN Students at BC High

Student Success Night at AMS

Fire Safety Poster Contest  
AHS Band in Performing Disney World  
Fifth Grade Instrument Lessons  
Plays presented annually to sell-out crowds  
Students use the Climbing Wall  
Town Race  
Boys' Tennis  
Girls' Softball District Champions  
Unified Sports Team: We're ALL in this TOGETHER!

Students participate in Valuable Beyond-the-School Day Experiences

High Quality, Dedicated Staff Members that Comprise the APS Team

Nearly 80% of the teaching staff holds a Master degree or higher

All support staff is highly qualified

Nearly 80% of the teaching staff holds a Master's degree or higher

- Dedicated
- Talented
- Committed
- Driven
- Caring

Collaboration with the Entire Auburn Community as We are All in this Together

**Article 13.** To see if the Town Meeting will vote to appropriate \$185,000.00 from Medicaid Receipts within the General Fund Revenues to the Auburn School Department Operating Budget for Fiscal Year 2019 to fund supplies and medical, therapeutic and educational services for significantly disabled special needs students as well as tuition and transportation to and from outside placements or within the District for special needs students; or act on anything relative thereto.

By the Auburn School Committee

**Article 14.** To see if the Town Meeting will vote to appropriate \$8,676.72, which is the interest earned by the Auburn High School Gymnasium Health and Recreational Trust Fund to offset School Department costs at Auburn High School in support of community health and recreational activities at Auburn High School gymnasium and related facilities and equipment; or act on anything relative thereto.

By the Auburn School Committee

**Article 15.** To see if the Town Meeting will vote to re-purpose CIP funds by amending Article 4 of the May 2016 Town Meeting, Pakachoag Building Rehab, (Acct. #302017-581739) as follows: Authorize the amount of \$127,685.00 to be used for purposes of the design and construction of an additional bathroom as required at Pakachoag Elementary School, 110 Pakachoag Street; or act on anything relative thereto.

By the Auburn School Committee

“We are what we repeatedly do. Excellence, then, is not an act, but a habit.” Aristotle

We are a District committed to educational excellence and continuous improvement. As the APS Team, we commit to continually putting our students – and their achievement at the forefront of all decision-making!

**Motion:** The moderator asked for Town Meeting Members to stand for the counting and seconding of motions and asked that a motion to be made.

I move that those seconding motions and votes that need a count be taken by standing of Town Meeting Members.

By Charles Baker

Seconded Kristen Pappas

**Vote on motion, majority in favor**

**Article 2.** I move that the Town Meeting vote to fix the salary and compensation of elected Town Officers for FY2019 as follows: Town Moderator \$296.00; Selectmen (Chairman) \$1,740.00; Selectmen (4) \$6,097.00; Town Clerk \$70,949.

By Mark Maass

Seconded by Gregory Bohling

**Vote on Article 2, majority in favor**

**Article 3.** I move that the Town Meeting raise and appropriate, transfer from available funds or otherwise provide for and appropriate, to pay Town debts and charges for the ensuing year, the several sums of money in the proposed budget as stated in the "Recommendation of Finance" columns on pages 20 - 65 inclusive of the Town of Auburn FY2019 Budget and Annual Town Meeting Warrant totaling \$63,118,229.00, and to raise said sum by transferring from available funds \$30,000.00 from Cemetery Lots and Graves; \$25,000.00 from Pension Reserve; \$3,000.00 from Wetlands Fund; \$40,000.00 reserve for appropriation dog licenses; \$50,000.00 reserve for appropriation (Casella Host Agreement); \$875,000.00 from reserve for appropriation – ambulance; \$12,000.00 from Overflow Trash Bags; \$92,078.85 from High School/Middle School Debt Reserve; \$8,270.04 from Premiums on Bond/ BANS (DE-1); \$5,000.00 from Perpetual Care; and by raising and appropriating, or otherwise providing for, the balance of said funds; each total amount as printed in the "Recommendation Finance Committee" column of the 2018 - 2019 Budget to be considered a specified departmental appropriation, and further that the Finance Committee is authorized to transfer between the individual accounts, which total any specific appropriation, when requested by a department and the committee feels such transfer is in the best interest of the Town.

By Charles Baker

Seconded by Joe Martin

**Vote on Article 3, majority in favor**

ACCOUNT CODE	DESCRIPTION	FISCAL YEAR 2018
		TOWN MEETING VOTE
#01114	MODERATOR	
511201	Salary	296
#114	MODERATOR TOTAL	296
#011221	SELECTMEN	
511202	Select. Salaries	7,837
	Subtotal	7,837
#011222		
5732	Membership/Dues	2,900
New Account	Volunteer Recognition	300

5780	Conf/Meetings	250
	Subtotal	3,450
<b>#122</b>	<b>SELECTMEN TOTAL</b>	<b>11,287</b>
<b>#011291</b>	<b>TOWN MANAGER</b>	
511101	Salary	167,741
511102	Clerical	145,288
	Subtotal	313,029
<b>#011292</b>		
5710	Travel/Meetings	7,800
5732	Dues/Publication	50
530100	Advertising	2,700
5304	Town Audit	25,000
5305	Profess. Service	20,000
5314	Parking Service	400
5342	Printing	750
5350	Memorial Day	0
	ICMA Annual Conf	3,000
5351	4th of July	0
	Subtotal	59,700
<b>#1129</b>	<b>TOWN MANAGER TOTAL</b>	<b>372,729</b>
<b>#01131</b>	<b>FINANCE COMMITTEE</b>	
5342	Printing	600
5421	Misc. Supplies	215
<b>#131</b>	<b>FINANCE COMMITTEE TOTAL</b>	<b>815</b>
<b>#01132</b>	<b>RESERVE FUND</b>	
5781	Reserve Fund	220,000
5782	Salary Wage	60,000
<b>#132</b>	<b>RESERVE FUND TOTAL</b>	<b>280,000</b>
<b>#011351</b>	<b>FINANCE DEPARTMENT</b>	
511101	CFO/Acct/Asst Town Mgr.	128,457
511102	Clerical	73,673
5140	Buy Back	
	Subtotal	202,130
<b>#011352</b>		
5421	Misc. Supplies	80
5780	Travel/Meetings	3,000
	Subtotal	3,080
<b>#01135</b>	<b>ACCOUNTANT TOTAL</b>	<b>205,210</b>
<b>#011411</b>		
511101	Chief Assessor	71,705
511102	Clerical	38,896
511120	Asst Assessor	53,040
511122	Assessors Stipend	
	Subtotal	163,641
<b>#011412</b>		
5304	Computer Service	



5305	Map Updating	3,700
5311	Update valuations	12,400
5308	Appellate Cases	2,100
542101	Abstracts	120
542102	Misc. Supplies	120
5710	Travel	1,800
5732	Membership/Due	464
5780	Training Courses	2,100
5300	Revaluation	
	Subtotal	22,804
<b>#01141</b>	<b>ASSESSOR TOTAL</b>	<b>186,445</b>
<b>#011451</b>		
511101	Salary	67,570
511122	Certification	2,000
511102	Clerical	143,633
5135	Acting Dept Head	
	Subtotal	213,203
<b>#011452</b>		
5300	Contracted Svcs.	
5304	Bill Printing	12,000
5306	Tax Title	5,000
5310	Cert. of Notes	3,740
5342	Printing	
5421	Misc. Supplies	
5710	Travel/Meetings	1,675
5732	Publications Dues	260
5916	Interest on Abatements	2,000
Subtotal	Subtotal	24,675
<b>#01145</b>	<b>TREASURER/COLLECTOR TOTAL</b>	<b>237,878</b>
	<b>FINANCE DEPARTMENT TOTAL</b>	<b>629,533</b>
	<b>LEGAL</b>	
5306	General Counsel	75,000
5308	Negotiator	35,000
5309	Special Lit.	10,000
<b>#151</b>	<b>LEGAL TOTAL</b>	<b>120,000</b>
<b>#11521</b>	<b>HUMAN RESOURCES</b>	
511101	Salary	53,060
511102	Clerical	10,191
	Subtotal	63,251
<b>#011522</b>		
<b>5421</b>	Misc. Supplies	50
<b>5307</b>	Medical Exams	9,000
<b>5780</b>	Travel	50
	Subtotal	9,100
<b>#152</b>	<b>HUMAN RESOURCES TOTAL</b>	<b>72,351</b>
<b>#011551</b>	<b>INFORMATION TECHNOLOGY</b>	
511101	Director	61,200
511120	Assistant to the Director	5,000

	MIS Social Media Stipend	2,000
	Subtotal	68,200
<b>#011552</b>		
5305	Hrdwr/Sftwr Maint.	118,120
5421	Misc. Supplies	
5710	Travel/Dues	100
5854	Equipment	
	Subtotal	118,220
<b>#1155</b>	<b>INFORMATION TECHNOLOGY TOTAL</b>	<b>186,420</b>
<b>#011611</b>	<b>TOWN CLERK</b>	
511101	Salary	70,949
511122	Certification	
511102	Clerical	95,040
	Subtotal	165,959
<b>#011612</b>		
542101	Listings/Bindings	700
542102	Misc. Supplies	770
5732	Dues	360
5780	Travel/Conf./Educ.	1,970
	Subtotal	3,800
<b>#1161</b>	<b>TOWN CLERK TOTAL</b>	<b>169,789</b>
<b>#011621</b>	<b>ELECTIONS</b>	
511205	Registrars' Salaries	2,730
511206	Precinct Officers	15,100
511219	Custodian	
	Subtotal	17,830
<b>#011622</b>		
542101	Listings/Bindings	100
542102	Supplies	10,350
	Subtotal	10,450
<b>#01162</b>	<b>ELECTION TOTAL</b>	<b>28,280</b>
<b>#011921</b>	<b>TOWN HALL</b>	
511219	Custodian	
	Subtotal	0
<b>#011922</b>		
5242	Equipment Maint	17,000
5273	Equipment Rental	6,000
5421	Misc. Supplies	2,500
5430	Building Maint	13,500
	Subtotal	39,000
<b>#192</b>	<b>TOWN HALL TOTAL</b>	<b>39,000</b>
<b>#011991</b>	<b>GENERAL SERVICES</b>	
511203	Clerical/Part-time	10,868
511208	Committee Clerks	
5130	Overtime	1,000
	Subtotal	11,868
<b>#011992</b>		

5211	Electricity	124,000
5212	Streetlights	117,000
5214	Water/Sewer/Heating	70,000
5271	Hydrant	910
5301	Advertising	2,000
5340	Telephone	47,000
5343	Postage	55,000
5386	Town Report	1,200
5421	Office Supplies	17,000
5480	Gas/Oil/Diesel	180,000
5740	Insurance & Bonds	785,000
	Subtotal	1,399,110
<b>#199</b>	<b>ADMINISTRATION/GENERAL SERVICES TOTAL</b>	<b>1,410,978</b>
	<b>SCHOOL DEPARTMENT</b>	
1000	Administration	
2000	Instruction	
3000	Other Schl Svc	
4000	Operation/Mntn	
6000	Community Svc	
7000	Fixed Assets	
9000	Programs	
<b>#201</b>	<b>SCHOOL DEPARTMENT TOTAL</b>	<b>25,849,562</b>
<b>#012101</b>	<b>POLICE DEPARTMENT</b>	
511104	Chief Salary	124,155
511105	Chief Holiday	6,566
519005	Chief Quinn Bill	31,039
511102	Clerical	98,238
511219	Maintenance	0
511106	Dispatchers	493,961
New Acct	Comm. Center Director	70,000
511137	Communicatn Oversight	750
	Subtotal	824,709
<b>#012102</b>		
5273	Off.Equip.Lease/Rental	12,686
	Technology Support	20,160
5342	Printing/Advertising	1,500
5421	Misc. Supplies	2,600
5430	Bldg Ground Repairs	15,000
5450	Bldg Mnt Supply	3,000
5732	Dues	2,185
	Subtotal	57,131
<b>#210</b>	<b>POLICE ADMINISTRATION TOTAL</b>	<b>881,840</b>
<b>#012111</b>		
511109	Lieutenant	184,908
511107	Sergeants	566,670
519005	Lieutenant Quinn	44,241
519007	Sgt Quinn Bill	115,412
511108	Patrolmen	1,978,863

519008	Patr'l Quinn Bill	230,166
5145	Longevity	17,100
*5130	Overtime	250,000
511110	Court Time	55,000
	Command Stipend	11,500
	Firearms Stipend	16,500
519009	Phys Fit. Bonus	40,000
	Subtotal	<b>3,510,360</b>
<b>#012112</b>		
5241	M. V. Repair	0
5242	Equip Repair	49,300
5315	Training	4,167
5380	Misc Service	2,250
5490	Food	4,536
5580	Clothing/Uniform	55,650
5581	Dept Sup./Equip	27,588
5585	Damage-Personal Prop	1,000
5710	Travel	600
5733	Publications	4,746
5735	Health & Wellness	5,500
5780	Meetings/Ed	8,150
5785	Professional Devel.	500
5850	Equipment	17,970
<b>#211</b>	Subtotal	<b>181,957</b>
	<b>CRIME PREVENTION TOTAL</b>	<b>3,692,317</b>
	<b>POLICE TOTAL</b>	<b>4,574,157</b>
<b>#012201</b>	<b>FIRE DEPARTMENT</b>	
5111-11	Chief Sal +Holiday	117,674
5113-03	Clerical	52,075
	Subtotal	<b>169,749</b>
<b>#012202</b>		
5421-00	Misc. Supplies	500
5430-01	Bldg Maint/Supplies	25,000
5430-02	Property Damage	150
5710-00	Travel	3,000
5301-00	Advertise	100
5785	Prof. Development	4,000
5780-00	General Instr.	800
5732-00	Dues/Meetings	7,165
5736-00	Lic/Certifications	39,683
	Subtotal	80,398
	<b>FIRE ADMINISTRATION TOTAL</b>	<b>250,147</b>
<b>#012211</b>		
5111-13	Firefighter	2,280,958
5112-09	Fire Suppression	20,000
5130-00	Overtime	225,000
5140-00	Holiday	40,000
5112-11	Dep. Chief Sal + Ed	91,272

5111-34	Medical Director Training	36,000
	Subtotal	<b>2,693,230</b>
<b>#012212</b>		
5241-00	Equipment Repair	20,000
5300-00	Medical Director Svc	4,000
5490-00	Food/Misc	100
5582-00	Protective Gear	25,000
5580-00	Clothing/Uniforms	30,500
5857-01	New Equipment	25,000
5857-02	Medical Supplies	35,000
	Subtotal	<b>139,600</b>
	<b>FIRE SUPPRESSION TOTAL</b>	<b>2,832,830</b>
<b>#012222</b>		
5780-00	General Instr	
	Subtotal	
	<b>FIRE TOTAL</b>	
<b>220,221</b>	<b>FIRE DEPARTMENT TOTAL</b>	<b>3,082,977</b>
<b>#012911</b>	<b>EMERGENCY MANAGEMENT</b>	
511101	Director	4,500
511212	Deputy Directors	750
511131	Emg. Mgt. Stipend	2,000
5130	Overtime	2,000
	Subtotal	9,250
<b>#012912</b>		
5421	Misc.Shelter Sup.	750
5850	Equipment	750
5710	Travel/meetings	250
5430	Generator maint.	3,000
	Subtotal	<b>4,750</b>
<b>#291</b>	<b>EMERGENCY MANAGEMENT TOTAL</b>	<b>14,000</b>
	<b>BAY PATH</b>	
5691-00	Bay Path	1,057,063
<b>#01302</b>	<b>BAY PATH TOTAL</b>	<b>1,057,063</b>
<b>#01303</b>	<b>NORFOLK</b>	
5691	Norfolk Assess	62,149
<b>#01303</b>	<b>NORFOLK TOTAL</b>	<b>62,149</b>
<b>#014111</b>	<b>DEPARTMENT OF PUBLIC WORKS</b>	
511101	DPW Director/Town Eng	105,676
	Civil Engineer	41,381
511118	Land Use Enforcement Officer	
	Subtotal	147,057
<b>#014112</b>		
5301	Advertising	300
421	Office Supplies	100
5710	Travel	300
5732	Dues/Publications	300

5800	Road Construction	525,000
	Subtotal	<b>526,000</b>
<b>#411</b>	<b>TOWN ENGINEER TOTAL</b>	<b>673,057</b>
<b>#014115</b>		
511103	Wages-Full Time	49,054
	Eng Aid/Inspections	20,512
	Overtime	
	Subtotal	<b>69,566</b>
<b>#014152</b>		
	Sediment Disposal	4,000
	Replace Pipes/Catch Basins	180,000
	Deweeding of Ponds	33,000
	GIS & Inspections	10,000
	Stormwater Training	1,500
	Annual Reporting	0
	Public Education	1,000
	Subtotal	<b>229,500</b>
<b>#415</b>	<b>STORMWATER TOTAL</b>	<b>299,066</b>
<b>#014211</b>		
511114	Highway Superintendent	67,568
	Asst. DPW Director	7,159
511102	Clerical	49,504
511103	Wages Fulltime	613,274
	Wage Contingency	0
5130	Overtime	17,000
	Subtotal	<b>754,505</b>
<b>#014212</b>		
5214	Fuel (Heating)	14,000
5332	D.E.P. Monitoring Fee	0
5421	Misc. Supplies	1,600
5450	Bldg Supplies	2,000
5430	Bldg Maintenance	5,000
5490	License	1,800
5580	Protect Clothing	10,500
5301	Advertising	900
5780	Conf/Ed/Meeting	100
5315	Trainings/education	300
5310	Drug-Alc Test	700
5765	DEP Fines/Penalties	980
	Subtotal	<b>37,880</b>
	<b>TOTAL ADMINISTRATION</b>	<b>792,385</b>
<b>#014222</b>		
5211	Electric/Traffic	7,000
5273	Equip Rental	2,700
New Account	Yardwaste Removal	6,000
5531	Asphalt Mat	2,000
5532	Drainage Mat	900
5533	Sand & Gravel	500

5534	Traffic Paint	6,000
5535	Signs	1,600
5430	Property Damage	200
	Tree Removal	18,000
	Insect Control	50
581330	Landfill Water/Gas Monitoring	21,800
	<b>HIGHWAY MAINTENANCE TOTAL</b>	<b>66,750</b>
<b>#014232</b>		
5241	MV Repair	0
5536	MV Repair (Inside)	0
5481	Motor Oil	0
5801	Sweeper Brooms	3,000
5802	Plow Blades	0
5328	Line Painting	14,000
5850	New Equipment	1,000
	<b>HIGHWAY MOTOR VEHICLE MAINTANENCE TOTAL</b>	<b>18,000</b>
<b>#014250</b>		
5112	Part time wages	50,000
5130	Overtime	80,000
5273	Equip. Rental	50,000
553301	Sand & Gravel	10,000
553302	Salt & Calcium	232,000
5490	Storm Meals	2,300
5240	Storm Tree Removal	1,000
5802	Plow Blades	14,000
	<b>SNOW&amp;ICE TOTAL</b>	<b>439,300</b>
<b>#01421-014252</b>	<b>HIGHWAY TOTAL</b>	<b>1,316,435</b>
<b>#014261</b>		
511140	Skilled labor – Differential	14,000
511292	PT Custodians	53,500
	Subtotal	67,500
<b>#014262</b>		
543000	Maintenance Supplies	8,000
545100	Tools	
	Subtotal	<b>8,000</b>
<b>#01426</b>	<b>FACILITIES TOTAL</b>	<b>75,500</b>
<b>#014271</b>		
511103	Wages	14,780
5130	Overtime	4,000
	Subtotal	18,780
<b>#014272</b>		
5241	MV Repairs	165,000
5450	Tools	11,000
5580	Uniforms	300
5784	Education	500
	Subtotal	<b>176,800</b>
	<b>FLEET TOTAL</b>	<b>195,580</b>

<b>#016511</b>		
511116	Superintendent	0
511102	Clerical	2,268
511103	Labor/Parks	158,924
511221	Seasonal/Parks	25,133
5130	Overtime	5,500
	<b>Subtotal</b>	<b>191,825</b>
<b>#016512</b>		
5211	Electricity-VMC	2,800
5214	Water-VMC	1,000
5241	MV Repair	0
5460	Mnt VMC Parks	6,000
546001	Mnt Fields	19,100
5580	Clothing Uniforms	3,200
521401	Pappas -Water	6,000
521101	Pappas – Elec	
	<b>Subtotal</b>	<b>38,100</b>
<b>#651</b>	<b>PARKS TOTAL</b>	<b>229,925</b>
<b>#017011</b>	<b>PAKACHOAG GOLF COURSE</b>	
<b>511101</b>	Superintendent	60,000
<b>511128</b>	Groundskeeper	40,800
<b>511221</b>	Seasonal Employees	56,500
	<b>Subtotal</b>	<b>157,300</b>
<b>#017012</b>		
<b>5432</b>	Fertilizer & Materials	30,000
<b>5214</b>	Fuel/Utilities	20,000
<b>5460</b>	Golf Course Maint.	20,000
<b>5430</b>	Building Maintenance	2,000
<b>5421</b>	Misc. Supplies	5,000
<b>5703</b>	Banking Charges & Exp.	6,000
	Equipment Maintenance	5,000
<b>5800</b>	Equipment	75,000
	Contingency	10,000
<b>New Account</b>	<b>Merchandise</b>	4,500
<b>New Account</b>	<b>Food Concessions</b>	3,500
	<b>Subtotal</b>	<b>181,000</b>
	<b>PAKACHOAG GOLF COURSE TOTAL</b>	<b>338,300</b>
<b>#016501</b>		
511101	Recreation Director	40,591
	<b>Subtotal</b>	<b>40,591</b>
<b>#016502</b>		
542400	Supplies	
535000	Special Events	2,500
535200	Memorial Day	4000
5351	4 <sup>th</sup> of July	4000
	<b>Subtotal</b>	<b>10,500</b>
<b>#01650</b>	<b>RECREATION TOTAL</b>	<b>51,091</b>



<b>#014911</b>		
511101	Supt. Parks/Rec/Cem	5,239
	Engineering/GIS	7,340
511103	Wages	109,218
	Clerical	21,022
	Seasonal Employees	6,500
5130	Overtime	9,300
	Subtotal	158,619
<b>#014912</b>		
5230	Water	700
5211	Electricity	1,600
5214	Heating Oil	4,000
5241	Motor Veh Repair	0
5305	Mapping-GIS Support	1,200
5421	Misc. Supplies	900
5430	Building Maintenance	500
5460	Supplies & Equip	1,600
5461	Plants & Trees	1,700
5480	Gas	3,500
5481	Motor Oil	0
5710	Travel	0
5732	Dues/Publication	800
5840	Cemetery Improv	2,000
5850	New Equipment	1,600
5580	Uniforms	1,850
	Subtotal	<b>21,950</b>
<b>#1491</b>	<b>CEMETERY TOTAL</b>	<b>180,569</b>
<b>#01601</b>	<b>SEWER</b>	
511101	Salary Supt	77,201
511102	Clerical	47,237
511103	Wages	250,600
5112	Part time Wages	
5130	Overtime	41,000
	Subtotal	416,038
5211	Electricity	130,000
5213	Heating Fuel	2,900
5214	Diesel Fuel	2,000
5230	Water	3,500
5241	MV Maintenance	5,500
5242	Repair	58,000
5290	Contract Srv	5,000
5304	Computer Srv	2,800
5340	Phones & Alarm	5,000
5342	Billing/Postage	8,500
5421	Misc. Supplies	1,500
5430	Bldg Maintenance	6,530
5480	MV Fuel	12,000

5580	Uniform/Wipes	2,000
5588	Chemical Suppl	2,000
5650	UBWPAD	1,106,068
5700	Retained Earnings	100,000
5732	Dues/Licenses	1,700
5780	Education	1,470
5781	Fees/Permits	245
5782	Contingency	12,000
5854	Office Equipment	0
	Subtotal	1,468,713
<b>#601</b>	<b>SEWER TOTAL</b>	<b>1,884,751</b>
	<b>DEPARTMENT OF PUBLIC WORKS TOTAL</b>	<b>5,244,274</b>
<b>#01433</b>	<b>SOLID WASTE</b>	
<b>New Account</b>	Compliance Officer	<b>6,125</b>
	<b>Subtotal</b>	<b>6,125</b>
5293-00	Solid Waste Coll	724,356
5294-00	Solid Waste Disp	311,000
5293-01	Other Pick up	2,500
<b>#01433</b>	<b>Subtotal</b>	<b>1,037,856</b>
	<b>SOLID WASTE TOTAL</b>	<b>1,043,981</b>
<b>#015111</b>	<b>DEVELOPMENT &amp; INSPECTIONAL SERVICES</b>	
511101	DDIS Dir/Health Dir	83,547
	Asst. Health Director	54,435
511118	Inspector	43,297
511204	Board Salaries	1,169
511215	Clerical	38,896
	Subtotal	<b>221,344</b>
<b>#015112</b>		
5300	Nurse Service	9,721
	Flu Clinic	0
	Nuisance Remedialtion	0
5301-00	Advertising	0
5421-00	Misc. Supplies	1,500
5710-00	Travel	700
5732-00	Dues/Meetings	425
<b>New Account</b>	Education	1,600
5308-00	Contracted Service (4)	0
	Compliance Checks	300
	Subtotal	14,246
<b>#511</b>	<b>PUBLIC HEALTH DIVISION TOTAL</b>	<b>235,590</b>
<b>#011751</b>		
511101	Town Planner	52,950
	Asst Planner/Econ Dev	
511102	Clerical	12,910
	Subtotal	65,860
<b>#011752</b>		
	Education	700

5306	Legal Notices	200
5421	Misc. Supplies	200
5710	Travel	500
573201	Membership/Dues	355
573202	CMRPC Assess.	4,503
5780	Conference/Meetings	600
5305	Prof/Tech Services	0
	Subtotal	7,058
<b>#1175</b>	<b>PLANNING DIVISION TOTAL</b>	<b>72,918</b>
	Economic Development Coordinator	50,000
	Supplies	1000
	Travel	500
	Education	1000
	Conference/Meetings	500
	Subtotal	<b>3000</b>
	Economic Development Total	<b>53,000</b>
<b>#012411</b>		
511101	Building Salary	<b>72,000</b>
511102	Clerical	37,676
	Permitting/Assistant	
511210	Local Inspector Salary	58,000
	Subtotal	167,678
<b>#012412</b>		
5241	MV Repair	
5304	Annual Inspections	0
5421	Misc. Supplies	400
5710	Travel	1,150
5732	Dues	250
5780	Education	2,550
5854	Equipment	450
	Subtotal	4,800
<b>#01241</b>	<b>BUILDING INSPECTION DIVISION</b>	<b>172,478</b>
<b>#011711</b>		
511210	Admin. Support	12,910
	Subtotal	12,910
<b>#011712</b>		
5293	Deweeding Ponds	0
5732	Dues/Confrences	417
5780	Education	900
	Subtotal	1,317
<b>#1171</b>	<b>CONSERVATION TOTAL</b>	<b>14,227</b>
<b>#012471</b>		
<b>511101</b>	Inspector Salary	0
	Subtotal	<b>0</b>
<b>#012472</b>		
<b>5710</b>	Travel	
	Subtotal	0

	<b>ANIMAL TOTAL</b>	<b>0</b>
<b>#012921</b>		
511101	ACO/Animal Insp Salary	51,000
511127	ACO Backup Coverage	6,000
	Subtotal	57,000
<b>#012922</b>		
5338	Vaccinations	1,000
5388	VCO Veterinary Expenses	1,000
5430	Kennel Maint	400
5580	Clothing/Uniforms	100
5710	Travel	1,500
5241	MV repair	0
5340	Telephone Services	200
5732	Membership Dues/dues education	100
5780	Conf/Travl/Mtngs	500
	Subtotal	4,800
<b>#292</b>	<b>ANIMAL CONTROL TOTAL</b>	<b>61,800</b>
<b>#012941</b>	<b>DEPT. OF DEVELOPMENT/INSPECTIONAL SERVICES</b>	<b>610,013</b>
<b>#01176</b>	<b>BOARD OF APPEALS</b>	
511102	Admin. Asst	12,910
	Subtotal	<b>12,910</b>
5780	Education	500
	<b>Subtotal</b>	<b>500</b>
<b>#01176</b>	<b>APPEALS TOTAL</b>	<b>13,410</b>
<b>#015411</b>	<b>DEPARTMENT OF PUBLIC SERVICES</b>	
<b>#016101</b>	<b>LIBRARY</b>	
511101	Director Salary	92,500
511117	Children's Libr.	0
New Account	Asst. to Director Child Srv	45,000
511210	Asst. Salary	0
New Account	Asst. to Director Technol	45,000
New Account	Asst. to Dir-Admin.	45,000
511216	Lib. Associates	240,290
511218	Pages	4,510
5140	Buy Back	0
	Subtotal	472,300
<b>#016102</b>		
5211	Electricity	
5214	Heating Oil	4,500
5242	Equip Repair	
5243	Bldg Grounds	5,000
5273	Equipment Rental	
5304	Computer Svc	32,000
5305	Contracted Services	3,000
5350	Programs	4,000
5421	Misc. Supplies	3,000
5450	Bldg/Grnd Sup	3,500
5510	Library Material	89,000

5710	Travel/Conf	500
5732	Dues	0
5854	Equipment	0
	Subtotal	144,500
<b>#610</b>	<b>LIBRARY TOTAL</b>	<b>616,800</b>
<b>#015431</b>	<b>SENIOR CENTER/ELDER SVCS</b>	
511101	Director Salary	64,946
511102	Asst. Director	47,029
511115	Van Drivers	36,000
	Vacation Coverage	375
	Sub total	148,350
<b>#015412</b>		
5242	Equipment Mnt	3,600
5309	Nutrition Prog.	1,000
5350	Program Exp.	500
5421	Misc. Supplies	3,150
5430	Maint/Building	5,500
5480	Minibus/gas	9,000
5710	Travel	250
5732	Conf./Dues	850
	Subtotal	23,850
<b>#01541</b>	<b>SENIOR CENTER/ELDER SVCS TOTAL</b>	<b>172,200</b>
<b>#621</b>	<b>COMMUNITY TV</b>	
	Wages	109,877
	Part Time Wages	13,000
	<b>Subtotal</b>	<b>122,877</b>
5353	Production Music	200
5354	Production Class	8,000
5273	Equipment Rental	200
5242	Repair & maint. Equipment	25,000
5300	Contract Srvc (Code Red)	5,000
5306	Legal	2,000
5787	Programming	200
542102	Misc Supplies	500
585701	New Equipment	55,000
5710	Travel	600
5784	Education	5,000
5781	Contingency	15,000
	Subtotal	116,700
<b>#621</b>	<b>Community TV Total</b>	<b>239,577</b>
<b>#01543</b>	<b>VETERAN'S SERVICE</b>	
5111	Salary	14,790
	Subtotal	14,790
<b>#015432</b>		
5421	Misc. Supplies	100
5780	Conferences	150
5770	Relief & Medical	60,000

	Subtotal	<b>60,250</b>
<b>#1543</b>	<b>VETERAN TOTAL</b>	<b>75,040</b>
	<b>TOTAL DEPT. OF PUBLIC SERVICES</b>	<b>1,103,617</b>
<b>#01542</b>	<b>YOUTH COMMISSION</b>	
538601	Youth Activities	0
538602	Contracted Services	120,000
<b>#542</b>	<b>YOUTH COMMISSION TOTAL</b>	<b>120,000</b>
5421-00	Misc. Supplies	0
<b>#691</b>	<b>HISTORICAL TOTAL</b>	<b>0</b>
<b>#017102</b>	<b>MATURING DEBT</b>	
591201	M.S. BAN Paydown	133,000
591212	Pakachoag Drainage	0
591216	Sewer/Jade Hill 680k	0
591215	School Capital 1.6	0
591213	Sewer Rt. 20	0
591219	Gen Ob/Field Reloc	
591220	High School Debt	1,060,000
591221	Dan/H'Way/Landfill	0
591222	CIP Bond( FY06&FY07)	
591223	CIP Bond( FY08&FY09)	125,000
591225	SRF LOAN	16,966
591226	Gen. Obligation 8.9 Mil	850,000
591227	GOB 4,837,027	475,000
591228	GOB 16,425,667	1,040,000
	Est GOB \$4,990,000 CIP/Southold Road	
	Est GOB \$5,090,922 Auburn Middle School	
591233	GOB 12,044,500	965,000
	GOB 3,256,000	316,000
<b>#710</b>	<b>DEBT TOTAL</b>	<b>4,980,966</b>
<b>#017522</b>	<b>INTEREST</b>	
5917	Gen Oblig / HS Relocation	
591720	Interest On Bonds	219,550
591600	BAN INTEREST-\$5,142	
591723	FY 08 CIP	2,344
591734	EST. GOB17 \$3,256,000	103,840
591725	SRF LOAN	3,964
591726	General Obligation 8.9 Mil	82,535
	MS BANS 1,950,666	24,122
591727	GOB- 4,837,027.00	35,400
591733	GOB-12,044,500	378,819
591728	GOB: 16,425,667	470,950
591729	BAN-\$11,215,922	
591730	BAN: \$2,865,000	
	BAN-\$4,205,666.00	
<b>#01752</b>	<b>INTEREST TOTAL</b>	<b>1,321,524</b>
<b>#019101</b>	<b>PENSION</b>	
5172	Unemploy. Comp	50,000
5174	Disability	1,600

5175	Group Insurance	7,250,000
517901	Health Mitigation	10,000
517701	Worc Cnty Ret	2,884,358
517702	NonContrib Ret	10,850
5178	Medicare	465,000
<b>517801</b>	Medicare Penalty	36,000
<b>#019102</b>		
5180	OPEB Actuarial	10,250
5304	Healthcare Audit	
5339	Wellness Initiative	1,000
<b>#1910</b>	<b>PENSION TOTAL</b>	<b>10,719,058</b>
	<b>TOWN TOTAL</b>	<b>63,118,229</b>

**Article 4.** I move that the Town Meeting approve the Five-Year Capital Improvement Plan for the Town Manager, Information Technology, Town Clerk, Planning, Police, Fire, Engineering, Highway, Sewer, Cemetery, Senior Center/Elder Affairs, Library, Parks, Auburn Community Television and Schools as stated on pages 67 through 74 inclusive, of the Town of Auburn FY2019 Budget and Annual Town Meeting Warrant, and further to approve an appropriation of \$1,982,035.00 to fund the FY2019 Capital Improvement Program as specified on pages 66 through 74 under the column entitled “Finance Committee Recommendation”; and to raise said sums by borrowing, and appropriating the sum of \$991,984.00 from general fund revenues; \$25,000.00 from CIP Expendable Trust; \$110,000.00 from Stabilization; \$90,000.00 from Reserve-Bond Proceeds; \$210,000.00 from Sewer Enterprise Retained Earnings; \$18,051.00 from Cable Access. I also move that the Town Meeting authorize the borrowing of \$537,000.00 for a period of up to 10 years for the items as identified in the Five-Year Capital Improvement Plan. I further move that, prior to purchase, all over the road vehicles shall be marked on both front door panels as “Property of the Town of Auburn for Official Use Only” and have a permanently affixed Town Seal and that the expenditure of funds so appropriated shall be under the direction of the Chief Procurement Officer of the Town or School Department.

By Kim Holstrom  
Seconded Charles Baker

I would also move to amend the Motion made for Article 4, by adding the following language:

“Any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.”

By Kim Holstrom  
Seconded by William Bylund  
**Vote on Article 4, as amended**  
**Vote on Article 4, unanimous in favor**

**Article 5.** I move that the Town Meeting vote to authorize the Town Treasurer with the approval of the Board of Selectmen, to borrow money from time to time in anticipation of revenue to be received during the financial year beginning July 1, 2018 and ending June 30, 2019 and to issue a note or notes that may be given for a period of less than one year.

By William Bylund

Seconded Jeffrey LaBonte

**Vote on Article 5, by majority in favor**

**Article 6.** I move that the Town Meeting vote to authorize the Board of Selectmen to submit applications for any available State or Federal funds, including Department of Elder Affairs Formula Grant Funds, which funds the Board determines to be beneficial to the Town, and to authorize the expenditure of any money received as a result of said applications.

By Carolyn Vangel Corriveau

Seconded Barbara Granger

**Vote on Article 6, by majority in favor**

**Article 7.** I move that the Town Meeting vote to authorize the Board of Selectmen to sell at public auction, or by sealed bid, or at assessed value under special circumstances, any properties which the Town may have acquired or may hereafter acquire through tax title foreclosure proceedings and to sign, acknowledge and deliver in the name and under the seal of the Town deeds therefore.

By Gregory Bohling

Seconded Charles Baker

**Vote on Article 7, by majority in favor**

**Article 8.** I move that the Town Meeting vote to authorize the Town Treasurer to enter into compensatory balance agreements during fiscal year 2019 as permitted by Massachusetts General Laws, Chapter 44, Section 53F, or any other enabling statute; if voted this would permit the Treasurer to maintain specific sums of money and deposit in banks in return for banking services.

By Gregory Bohling

Seconded Kimberly Holstrom

**Vote on Article 8, by majority in favor**

**Article 9.** I move that the Town Meeting vote to renew pursuant to MGL Chapter 71 the establishment of revolving accounts for the Auburn Pre-School Program, and the School Department Driver Training revolving account, the athletic revolving account, the food service revolving account, the music revolving account, the student activity account, the revolving account for adult education/continuing education programs, adult fitness programs, the tuition revolving account, transportation revolving account, summer school and summer school 2 revolving accounts; and the revolving account for Tuition of State Wards-Cherry Sheet receipts.

Further, I move that Town Meeting vote to continue the revolving fund for the Auburn Parks Department, said fund established at the 5/1/97 Annual Town Meeting in accordance with M.G.L. C. 44, S. 53(D) for general maintenance of Memorial Park. Further to continue the revolving account for the Auburn Parks Department for all fees received by the Parks Department for field use.



All revolving accounts and funds to submit annual budgets and reports to the Finance Committee.

By J. Laurence Ciccolo

Seconded Carolyn Vangel Corriveau

**Vote on Article 9, by majority in favor**

**Article 10.** I move that the Town Meeting vote to authorize the Town Manager to enter into a contract or contracts with the Massachusetts Department of Transportation for the construction and maintenance of public Highways for the period commencing July 1, 2018, and ending June 30, 2019.

By Jacob Turcotte

Seconded John Stencil, Sr.

**Vote on Article 10, by majority in favor**

**Article 11.** I move that the Town Meeting vote to appropriate from available funds a sum of money if it becomes available from the Massachusetts Department of Transportation Chapter 90 Bond issue proceeds to be used for the repair and maintenance of Town roads in conformance with the Commonwealth General Laws.

By Jacob Turcotte

Seconded Alan Cooper

**Vote on Article 11, by majority in favor**

**Article 12.** I move that the Town Meeting vote to appropriate \$500,000.00 to the Other Post-Employment Benefits Liability Trust Fund.

By Elizabeth L. Prouty

Seconded Ellen Gaboury

**Vote on Article 12, by majority in favor**

**Article 13.** I move that the Town Meeting vote to appropriate \$185,000.00 from Medicaid Receipts within the General Fund Revenues to the Auburn School Department Operating Budget for Fiscal Year 2019 to fund supplies and medical, therapeutic and educational services for significantly disabled special needs students as well as tuition and transportation to and from outside placements or within the District for special needs students.

By Ellen M. Either

Seconded Bruce Hopper

**Vote on Article 13, by majority in favor**

**Article 14.** I move that the Town Meeting vote to appropriate \$8,676.72, which is the interest earned by the Auburn High School Gymnasium Health and Recreational Trust Fund to offset School Department costs at Auburn High School in support of community health and recreational activities at Auburn High School gymnasium and related facilities and equipment. By Ellen M. Either

Seconded Carolyn Vangel Corriveau

**Vote on Article 14, by majority in favor**

**Article 15.** I move that the Town Meeting vote to re-purpose CIP funds by amending Article 4 of the May 2016 Town Meeting, Pakachoag Building Rehab, (Acct. #302017-581739) as follows: Authorize the amount of \$127,685.00 to be used for purposes of the design and construction of an additional bathroom as required at Pakachoag Elementary School, 110 Pakachoag Street.

By Maryellen Paquette

Seconded Carl Westerman

**Vote on Article 15, unanimous in favor**

**Article 16.** I move that the Town Meeting vote to raise and appropriate Sixty-Five Thousand Two Hundred (\$65,200.00) Dollars from overlay surplus for the purposes of funding cost associated with the Assessors FY2020 recertification of real and personal property values, and associated software upgrades.

By Ronald E. Prouty

Seconded John Stencel, Sr.

**Vote on Article 16, by majority in favor**

**Article 17.** I move that the Town Meeting vote to appropriate \$46,000.00 from general fund revenues for the care and maintenance of the Mary D. Stone School building and the Julia Bancroft School building.

By Robert Gow

Seconded Rocco Morano

**Vote on Article 17, by majority in favor**

**Article 18.** I move that the Town Meeting vote to authorize the borrowing of \$200,000.00 to upgrade various sections of gravity sewer line and manholes.

By Jeffrey Mitchell

Seconded by John Stencel, Sr.

I would also move to amend the Motion made for Article 18, by adding the following language:

“Any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.”

By Jeffrey Mitchell

Seconded by Barbara Granger

**Vote on Article 18, as amended**

**Vote on Article 18 unanimous in favor**

**Article 19.** I move that the Town Meeting vote to appropriate the sum of \$90,000.00 from Sewer Enterprise Retained Earnings for engineering and design services to install a sleeve under Route 20 to serve as an emergency means of pumping wastewater from the Pinrock Station to the

Upper Blackstone treatment plant.

By Jeffrey Mitchell

Seconded Robert Platukis

**Vote on Article 19, by majority in favor**

**Article 20.** I move that the Town Meeting vote to appropriate \$20,000.00 from general fund revenues for the Master Plan Review Committee's consultant services.

By Ellen Gaboury

Seconded Jeffrey LaBonte

**Vote on Article 20, by majority in favor**

**Article 21.** I move that the Town Meeting vote to authorize the borrowing of \$300,823.00, to fund the purchase of existing streetlights from National Grid and the conversion of existing streetlights to energy efficient and long lasting LED, said sum to be spent under the direction of the Town Manager.

By Kimberley Holstrom

Seconded Carl Westerman

I would also move to amend the Motion made for Article 18, by adding the following language:

"Any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount."

By Kimberley Holstrom

Seconded by Ellen Gaboury

**Vote on Article 21, as amended**

**Vote on Article 21, unanimous in favor**

**Article 22.** I move that the Town Meeting vote to appropriate \$12,000.00 from General Fund Revenues to replace the conveyor belt system on a DPW 6-wheel dump truck.

By Glen Feldman

Seconded Alan Cooper

**Vote on Article 22, by majority in favor**

**Article 23.** I move that the Town Meeting vote to appropriate \$2,000.00 from General Fund Revenues for cupola restorations at the Auburn High School.

By Carl Westerman

Seconded William Bylund

Vote to move Article 23

By Gregory Bohling

Seconded by Joe Martin

**Vote on 23, Not in favor**

**Article 24.** I move that the Town Meeting vote to appropriate \$3,200.00 from the Expendable Trust/Cemetery Perpetual Care Account for the purchase of 2 weed whackers, a cordless vacuum, a pressure washer, a tent top, an impact drill set, a cremation table, and landscaping.

By Carl Westerman

Seconded Jeffrey Mitchell

**Vote on Article 24, by majority in favor**

**Article 25.** I move that the Town Meeting vote to approve the grant of a permanent easement on town-owned land to the Greater Worcester Land Trust for the use of accessing the Granger Cliffs property.

By Deborah Valentine

Seconded Gregory Bohling

**Vote on Article 25, by majority in favor**

**Article 26.** I move that the Town Meeting vote to appropriate \$6,375.00 from general fund revenues for the purchase of a ClearGov Insights Platform, including setup, training and support.

By Thomas Dufour

Seconded Jeffrey LaBonte

**Vote on Article 26, by majority in favor**

**Article 27.** I move that the Town Meeting vote to repurpose \$40,000.00 from the remaining balance (\$61,076.91) of the appropriation approved under Article 20 of the May 3, 2016 Annual Town Meeting Acct. #302013 – 581376 (the purchase and installation of windows at the Auburn Public Library) for the purchase and installation of an HVAC Heat Pump at the Auburn Public Library.

By Thomas Dufour

Seconded Jeffrey Mitchell

**Vote on Article 27, unanimous in favor**

**Article 28.** I move that the Town Meeting vote to appropriate \$9,000.00 from dog license fees for the purpose of installing monitoring cameras at The Kathleen Sabina Animal Compound.

By Kenneth Fairbanks, Jr.

Seconded Ellen Gaboury

**Vote on Article 28, by majority in favor**

**Article 29.** I move that the Town Meeting vote to amend the Town of Auburn Zoning Bylaws, Section 3.7 Prohibited Uses, by adding sub section 3.7.7 Recreational Marijuana as follows:

### **3.7 Prohibited Uses**

3.7.7 Recreational Marijuana – The Town of Auburn prohibits operations of all types of non-medical marijuana establishments as defined in G.L c94G §1, including marijuana cultivators, marijuana testing facilities, marijuana product manufacturers, marijuana retailers, or any other type of licensed marijuana businesses.

By Charles Baker

Seconded Thomas Pomfret

I would also move to amend the Motion for Article 29 to remove the words non-medical.

By Charles Baker

Seconded Carl Westerman

**Vote on Article 29 as amended**

**Vote on Article 29, in favor YES 57 – NO 25**

**Article 30** I move that the Town Meeting vote to authorize the Board of Selectmen to petition the General Court for the enactment of special legislation to authorize the relocation of Faith Avenue and the conveyance of remnant parcels of real property remaining therefrom, as printed in the May 1, 2018 Annual Town Meeting Warrant.

By John Stencil

Seconded by Jacob Turcotte

**Vote on Article 30, by majority in favor**

**Article 31.** I move that the Town Meeting vote to amend the Town of Auburn Zoning Bylaws as printed in the May 1, 2018 Annual Town Meeting Warrant.

By Ellen Gaboury

Seconded by Charles Baker

**Kimberley Holstrom made a motion to postpone indefinitely Article 31.**

Seconded by Joe Martin

**Vote to postpone indefinitely Article 31, by majority in favor**

**Article 31. as printed in the warrant**

Remove 9.3.13.2 Site Restrictions subsection a;

An RMD facility, with or without cultivation operations, cannot be located within one (1) mile of any other RMD.

Remove 9.3.13.2 Site Restrictions subsection f.

f. No RMD shall be located within the Zone II Aquifer and Watershed Protection Overlay District;

; or act on anything relative thereto.

**Article 32.** I move that the Town Meeting vote to amend the Town of Auburn Zoning Bylaws as printed in the May 1, 2018 Annual Town Meeting Warrant.

By Carla Morano

Seconded by Gregory Bohling

**Kimberley Holstrom made a motion to postpone indefinitely Article 32.**

Seconded by Thomas Dufour

**Vote to postpone indefinitely Article 32, by majority in favor**

**Article 32. as printed in the warrant**

Amend 9.3.13.2 Site Restrictions subsection c to read;

No RMD is to be located within one-hundred feet (100') of any Residential District, or within one-

hundred feet (100') of any active pre-existing non-conforming residential uses within non-residential districts. Distances shall be measured in a straight line from property boundary line to property boundary line;

Amend 9.3.13.2 Site Restrictions subsection l to read;

Hours of operation for any RMD shall be established by the Planning Board but in no event shall said facilities be open to the public between the hours of 10:00 PM and 8:00 AM, including any home delivery services; m. A RMD must ensure that trees, bushes, and other foliage outside of the RMD do not allow for a person or persons to conceal themselves from sight, as outlined under 105 CMR 725.110 (A)(11) therefore requiring non-obstructive landscaping within the provisions of Section 11 of the Auburn Zoning Bylaw.

; or act on anything relative thereto.

**Article 33.** I move that the Town Meeting vote to amend the Town of Auburn Zoning Bylaws as printed in the May 1, 2018 Annual Town Meeting Warrant.

By Rocco J. Morano

Seconded by Gregory Bohling

**Kimberley Holstrom made a motion to postpone indefinitely**

Seconded by Kristen Pappas

**Vote to postpone indefinitely Article 33, majority in favor**

**Article 33. as printed in the warrant**

Remove 9.3.13.2 Site Restrictions subsection d;

No RMD without cultivation operations shall have a gross floor area of less than one thousand five-hundred square feet (1,500 sf.) or in excess of seven thousand four-hundred ninety-nine square feet (7,499 sf.);

Remove 9.3.13.2 Site Restrictions subsection e.

No RMD with cultivation operations shall have a gross floor area of less than seven thousand five-hundred square feet (7,500 sf.) or in excess of fifty thousand square feet (50,000 sf.);

; or act on anything relative thereto.

Meeting dissolved at 10:40 PM on a motion by Thomas Dufour and seconded by Joe Martin.  
PM.

A True Copy Attest:



Debra A. Gremo, CMC  
Town Clerk

**TOWN OF AUBURN  
ANNUAL ELECTION  
MAY 15, 2018**

The Annual Election was held in the Town of Auburn on Tuesday, May 15, 2018. The polls were open from eight o'clock AM to eight o'clock PM as specified in the warrant for this election. The following returns were made by the warden of the five precincts.

**\*DENOTES ELECTED**

**PRECINCTS**

**LIBRARY TRUSTEES, AUBURN FREE PUBLIC**

**FOR 3 YEARS**

	<u>#1</u>	<u>#2</u>	<u>#3</u>	<u>#4</u>	<u>#5</u>	<u>TOTAL</u>
*ELLEN M. GANLEY	228	229	229	203	194	1083
*NAN H. JOHNSON	247	225	232	184	187	1075
Blanks	197	192	148	113	164	814
Scattering Write-ins	0	0	1	2	1	4

**MODERATOR**

**FOR 1 YEAR**

*CHESTER S. STENCEL, JR	253	249	244	198	206	1150
Blanks	82	72	61	50	67	332
Scattering Write-ins	1	2	0	3	0	6

**SCHOOL COMMITTEE**

**FOR 3 YEARS**

*GEORGE A. SCOBIE, JR.	233	189	189	150	175	936
MARY K. DECOURCEY	38	46	43	40	25	192
*MEGHAN P. MCCRILLIS	147	151	166	138	154	756
ERIKA K. SULLIVAN	119	132	105	93	89	538
Blanks	134	127	104	81	101	547
Scattering Write-ins	1	1	3	0	2	7

**BOARD OF SELECTMEN**

**FOR 3 YEARS**

*DOREEN M. GOODRICH	240	224	216	180	200	1060
*KENNETH A. HOLSTROM	209	189	183	155	181	917
WAYNE C. PAGE	118	128	129	103	90	568
Blanks	104	105	82	62	75	428
Scattering Write-ins	1	0	0	2	0	3

**TOWN CLERK****FOR 3 YEARS**

*DEBRA A. GREMO	266	258	253	212	219	1208
Blanks	69	64	51	39	54	277
Scattering Write-ins	1	1	1	0	0	3

**TOWN MEETING MEMBERS PRECINCT ONE****FOR 3 YEARS**

*ELLEN C. GABOURY	65 SOUTH STREET #3	227
*JEFFREY R. LABONTE	336 SOUTH STREET	212
*ELIZABETH L. PROUTY	11 MARION AVENUE	203
*RONALD E. PROUTY	11 MARION AVENUE	197
*MARK E. MAASS	6 WASHBURN ROAD	189
*JACOB R. TURCOTTE	73 BARNES STREET	168
*DENNIS NATOLI	370 SOUTH STREET	161
*ROBERT L. PLATUKIS	231 MILLBURY STREET	159
JEFFREY PL MURRAY	6 WINCHESTER AVENUE	145
SUSAN DALE PAGE	90 OLD COMMON ROAD	1
WAYNE C. PAGE	90 OLD COMMON ROAD	1
ROBERT C. POST	170 MILLBURY STREET	1
MARGARET F. POST	170 MILLBURY STREET	1
Blanks		1022
Scattering Write-ins		1

**TOWN MEETING MEMBERS PRECINCT TWO****FOR 3 YEAR**

*MARTHA R. PAPPAS	33 BRYN MAWR AVENUE	241
*KENNETH R. FAIRBANKS, SR.	143 BRYN MAWR AVENUE	205
*BRENDAN J. DALEY	152 BURNETT STREET	188
*JOE MARTIN	3 OLDE COLONY ROAD	180
*JAMES M. STOLBERG, JR.	38 BRIARCLIFF DRIVE	177
*ANDREW W. PAQUETTE	21 HOMESTEAD AVENUE	175
*JAMES E. O'CONNOR, JR.	81 ROCHDALE STREET	173
*ROBERT P. STEVENSON	5 INWOOD ROAD	168
MARY K. DECOURCEY	1 WILLIAMS STREET	3
SHANE K. SENIOR	48 LORNA DRIVE	1
FRANCIS J. TOSCANO, JR..	93 ROCHDALE STREET	1
HENRY B. TESSMAN, III	5 LORNA DRIVE	1
MATTHEW L. HILLIS	10 MAYFIELD ROAD	1



BRUCE J. GAUDREAU	131 BRYN MAWR AVENUE	1
MATTHEW CRAIG BENOIT	8 MAGNA VISTA DRIVE	1
PAMELA M. LALIBERTE	7 ROCK AVENUE	1
Blanks		1066
Scattering Write-ins		1

**TOWN MEETING MEMBERS PRECINCT THREE**  
**FOR 3 YEARS**

*EDWARD COLEMAN	8 PAKACHOAG CROSSING	218
*JEFFREY C. MITCHELL	223A HAMPTON STREET	201
*SHANNON M. REGAN	8 KIMBALL ROAD	193
*MICHAEL J. MARIN	25 BANCROFT STREET	192
*PAUL D. WYKES	21 MEADOWBROOK ROAD	192
*JOSEPH LYONS, III	18 LESLEY AVENUE	190
*LINDA L. DOHERTY	340 PAKACHOAG STREET	14
*MICHAEL P. BOWLES	21 ARLINGTON STREET	4
ROBERTA M. BAKER	328 PAKACHOAG STREET	2
CRAIG C. BOYLE	10 AUBURN HILL ROAD	1
GARY H. GUSTAFSON	28 CURTIS STREET	1
JANE K. KJEMS	154 PAKACHOAG STREET	1
THOMAS J. MCLAUGHLIN	6 KIMBALL ROAD	1
D. SCOTT BAEDER	13 SAYBROOK WAY	1
ERIKA LYNN BRIESACHER	5 COOPER STREET	1
ALYSE A. BUKOSI	3 PAKACHOAG STREET	1
DAVID M. MOULTON	10 MAPLE DRIVE	1
Blanks		1221
Scattering Write-ins		5

**TOWN MEETING MEMBERS PRECINCT FOUR**  
**FOR 3 YEARS**

*DEBORAH A. FAHER	25 FRANKLIN STREET	185
*STEPHEN F. LINDBERG	7 SUMNER STREET	184
*ROBERT MOFFATT	103 ROCKLAND	173
*SANDRA L. LEGASY-FELDMAN	11 WHITE TERRACE	172
*MELINDA A. KEMP	6 HOLSTROM COURT	165
*JERRY-JIRAIR M BALAYAN	16 AURILLA STREET	159
*RAFFI P. VARTABEDIAN	90 ROCKLAND ROAD	150
*MICHAEL S. BOSS	19 NANCY DRIVE	6
RACHEL ANN PRESSEY	53 WOODLAND ROAD	3
BENON J. KOZIK	11 SUMNER STREET	2
ELLEN M. GANLEY	30 ROCKLAND ROAD	1
WILLIAM FLANNERY	26 CHESTNUT STREET	1

JOANNA BEAVERS	16 MONTELLO STREET	1
TRAVIS J. BEAVERS	16 MONTELLO STREET	1

Blanks	805
Scattering Write-ins	0

**TOWN MEETING MEMBERS PRECINCT FIVE**  
**FOR 3 YEARS**

*KRISTEN MARIE PAPPAS	ROCHDALE STREET	180
*ROCCO J. MORANO	272 PROSPECT STREET	169
*CARLA N. MORANO	272 PROSPECT STREET	166
*THOMAS J. DUFOUR	4 THOMAS AVENUE	160
*KEVIN L. DONAHUE	7 PRENTICE AVENUE	148
*JOHN F. O'DAY, JR.	4 LINDEN LANE	147
*SARAH B. LIBBY	9 SHERMAN AVENUE	140
*NICHOLAS SEAN LYNCH	2 CLAIRE DRIVE	134
JEFFREY W. HESSELTON	295 ROCHDALE STREET	3
TIMOTHY E. HICKS	2 BRIDLE PATH	1
Blanks	936	
Scattering Write-ins	0	

**TOTAL VOTES CAST ANNUAL TOWN ELECTION**

<b>PRECINCTS</b>	<b>#1</b>	<b>#2</b>	<b>#3</b>	<b>#4</b>	<b>#5</b>	<b>TOTAL</b>
	336	323	305	251	273	1488

**TOTAL REGISTERED VOTERS**

<b>PRECINCTS</b>	<b>#1</b>	<b>#2</b>	<b>#3</b>	<b>#4</b>	<b>#5</b>	<b>TOTAL</b>
	2334	2446	2398	2296	2172	11646

A True Copy Attest:



Debra A. Gremo  
Town Clerk

**TOWN OF AUBURN  
STATE PRIMARY ELECTION  
SEPTEMBER 4, 2018**

The State Primary Election was held in the Town of Auburn on Tuesday, September 4, 2018. The polls were open from seven o'clock AM to eight o'clock PM as specified in the warrant for this election. The following returns were made by the warden of the five precincts.

**\*DENOTES ELECTED**

**DEMOCRATIC BALLOTS**

<b>PRECINCTS</b>	<b>#1</b>	<b>#2</b>	<b>#3</b>	<b>#4</b>	<b>#5</b>	<b>TOTAL</b>
<b><u>SENATOR IN CONGRESS</u></b>						
Blanks	40	38	36	21	33	168
*Elizabeth A. Warren	195	146	227	153	156	877
Scattering Write-ins	4	4	5	18	2	33
<b><u>GOVERNOR</u></b>						
Blanks	60	44	55	37	43	239
*Jay M Gonzalez	102	80	122	90	80	474
Bob Massie	71	62	77	64	63	337
Scattering Write-ins	6	2	14	1	5	28
<b><u>LIEUTENANT GOVERNOR</u></b>						
Blanks	63	46	67	45	39	260
*Quentin Palfrey	104	79	116	87	93	479
Jimmy Tingle	68	63	79	60	56	326
Scattering Write-ins	4	0	6	0	3	13
<b><u>ATTORNEY GENERAL</u></b>						
Blanks	32	32	18	22	22	126
*Maura Healey	205	154	249	167	168	943
Scattering Write-ins	2	2	1	3	1	9
<b><u>SECRETARY OF STATE</u></b>						
Blanks	8	7	8	10	7	40
*William Francis Galvin	177	141	210	143	133	804
Josh Zakim	54	40	50	39	51	234
Scattering Write-ins	0	0	0	0	0	0
<b><u>TREASURER</u></b>						
Blanks	55	41	46	33	38	213
*Deborah B. Goldberg	184	147	222	158	153	864
Scattering Write-ins	0	0	0	1	0	1

**AUDITOR**

Blanks	55	41	52	37	35	220
*Suzanne M. Bump	184	147	216	154	156	857
Scattering Write-ins	0	0	0	1	0	1

**REPRESENTATIVE IN CONGRESS**

Blanks	26	27	24	20	19	116
*James P. McGovern	213	160	242	167	171	953
Scattering Write-ins	0	1	2	5	1	9

**COUNCILLOR**

Blanks	62	53	54	39	47	255
Paul M. Depalo	177	135	214	152	144	822
Scattering Write-ins	0	0	0	1	0	1

**SENATOR IN GENERAL COURT**

Blanks	29	31	21	25	25	131
*Michael O. Moore	209	157	247	165	166	944
Scattering Write-ins	1	0	0	2	0	3

**REPRESENTATIVE IN GENERAL COURT**

Blanks	67	54	69	44	49	283
*Terry Burke Dotson	172	132	197	146	140	787
Scattering Write-ins	0	2	2	2	2	8

**DISTRICT ATTORNEY**

Blanks	41	28	19	25	20	133
*Joseph D. Early, Jr.	198	158	249	166	169	940
Scattering Write-ins	0	2	0	1	2	5

**CLERK OF COURTS**

Blanks	51	41	40	34	37	203
*Dennis P. McManus	187	147	228	157	154	873
Scattering Write-ins	1	0	0	1	0	2

**REGISTER OF DEEDS**

Blanks	41	34	35	29	27	166
*Kathryn A. Toomey	195	154	231	161	164	905
Scattering Write-ins	3	0	2	2	0	7

**REPUBLICAN BALLOTS****PRECINCTS****SENATOR IN CONGRESS**

	<b><u>#1</u></b>	<b><u>#2</u></b>	<b><u>#3</u></b>	<b><u>#4</u></b>	<b><u>#5</u></b>	<b><u>TOTAL</u></b>
Blanks	21	14	12	8	10	65
*Geoff Diehl	67	72	79	73	62	353
John Kingston	58	44	58	53	44	257
Beth Joyce Lindstrom	49	52	51	41	39	232
Scattering Write-ins	0	0	0	1	0	1

**GOVERNOR**

Blanks	3	7	4	4	0	18
*Charles D. Baker	141	130	143	124	115	653
Scott D. Lively	51	45	53	48	40	237
Scattering Write-ins	0	0	0	0	0	0

**LIEUTENANT GOVERNOR**

Blanks	41	28	29	26	16	140
*Karyn E. Polito	153	153	170	149	138	763
Scattering Write-ins	1	1	1	1	1	5

**ATTORNEY GENERAL**

Blanks	45	38	41	35	32	191
*James R. McMahon, III	100	90	98	82	96	466
Daniel L. Shores	50	54	60	58	27	249
Scattering Write-ins	0	0	1	1	0	2

**SECRETARY OF STATE**

Blanks	67	54	58	48	42	269
*Anthony M. Amore	127	128	142	128	112	637
Scattering Write-ins	1	0	0	0	1	2

**TREASURER**

Blanks	74	57	65	56	47	299
*Keiko M. Orrall	120	124	135	120	107	606
Scattering Write-ins	1	1	0	0	1	3

**AUDITOR**

Blanks	71	58	64	57	48	298
*Helen Brady	124	123	135	118	106	606
Scattering Write-ins	0	1	1	1	1	4

**REPRESENTATIVE IN CONGRESS**

Blanks	41	36	37	35	27	176
*Tracy Lyn Lovvorn	105	104	115	100	89	513
Kevin William Powers	49	41	48	41	39	218
Scattering Write-ins	0	1	0	0	0	1

**COUNCILLOR**

Blanks	54	43	52	48	33	230
*Jennie L. Caissie	141	138	148	128	122	677
Scattering Write-ins	0	1	0	0	0	1

**SENATOR IN GENERAL COURT**

Blanks	194	166	198	175	153	866
Scattering Write-ins	1	16	2	1	2	22

**REPRESENTATIVE IN GENERAL COURT**

Blanks	40	29	27	28	18	142
*Paul K. Frost	155	151	171	148	137	762
Scattering Write-ins	0	2	2	0	0	4

**DISTRICT ATTORNEY**

Blanks	192	160	177	174	153	856
Scattering Write-ins	3	22	23	2	2	52

**CLERKS OF COURTS**

Blanks	75	52	63	57	43	290
*Joanne E. Powell	120	128	137	119	111	615
Scattering Write-ins	0	2	0	0	1	3

**REGISTER OF DEEDS**

Blanks	19	11	14	17	10	71
*Kate D. Campanale	138	146	150	128	116	678
Kevin J. Kuros	38	24	36	31	29	158
Scattering Write-ins	0	1	0	0	0	1

**LIBERTARIAN BALLOTS****PRECINCTS****SENATOR IN CONGRESS**

	<u>#1</u>	<u>#2</u>	<u>#3</u>	<u>#4</u>	<u>#5</u>	<u>TOTAL</u>
Blanks	1	1	1	3	2	8
Scattering Write-ins	0	0	0	1	0	1

**GOVERNOR**

Blanks	1	0	1	3	2	7
Scattering Write-ins	0	1	0	1	0	2

**LIEUTENANT GOVERNOR**

Blanks	1	1	1	3	2	8
Scattering Write-ins	0	0	0	1	0	1

**ATTORNEY GENERAL**

Blanks	1	1	1	3	2	8
Scattering Write-ins	0	0	0	1	0	1

**SECRETARY OF STATE**

Blanks	1	1	1	3	2	8
Scattering Write-ins	0	0	0	1	0	1

**TREASURER**

Blanks	1	1	1	3	2	8
Scattering Write-ins	0	0	0	1	0	1

**AUDITOR**

Blanks	0	1	0	2	1	4
*Daniel Fishman	1	0	1	2	1	5
Scattering Write-ins	0	0	0	0	0	0

**REPRESENTATIVE IN CONGRESS**

Blanks	1	1	1	3	2	8
Scattering Write-ins	0	0	0	1	0	1

**COUNCILLOR**

Blanks	1	1	1	3	2	8
Scattering Write-ins	0	0	0	1	0	1

**SENATOR IN GENERAL COURT**

Blanks	1	1	1	3	2	8
Scattering Write-ins	0	0	0	1	0	1

**REPRESENTATIVE IN GENERAL COURT**

Blanks	1	1	1	3	2	8
Scattering Write-ins	0	0	0	1	0	1

**DISTRICT ATTORNEY**

Blanks	1	1	1	3	2	8
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Scattering Write-ins	0	0	0	1	0	1
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**CLERK OF COURTS**

Blanks	1	1	1	3	2	8
Scattering Write-ins	0	0	0	1	0	2

**REGISTER OF DEEDS**

Blanks	1	1	1	3	2	8
Scattering Write-ins	0	0	0	1	0	1

**TOTAL VOTES CAST**

<b><u>PRECINCTS</u></b>	<b><u>#1</u></b>	<b><u>#2</u></b>	<b><u>#3</u></b>	<b><u>#4</u></b>	<b><u>#5</u></b>	<b><u>TOTAL</u></b>
DEMOCRATIC PARTY	239	188	268	192	191	1078
REPUBLICAN PARTY	195	182	200	176	155	908
LIBERTARIAN PARTY	1	1	1	4	2	9

<b>TOTAL VOTES CAST:</b>	<b>435</b>	<b>371</b>	<b>469</b>	<b>372</b>	<b>348</b>	<b>1995</b>
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**REGISTERED VOTERS**

	<b><u>#1</u></b>	<b><u>#2</u></b>	<b><u>#3</u></b>	<b><u>#4</u></b>	<b><u>#5</u></b>	<b><u>TOTAL</u></b>
DEMOCRAT	619	621	599	525	553	2917
REPUBLICAN	273	253	301	270	256	1353
UNENROLLED	1422	1528	1471	1440	1360	7221
GREEN-RAINBOW	1	2	0	3	3	9
GREEN PARTY USA	1	0	0	0	0	1
LIBERTARIAN	6	10	5	19	8	48
CONSERVATIVE PARTY	1	1	0	0	1	3
MA INDEPENDENT PARTY	3	1	1	2	0	7
AMERICAN INDEPENDENT	0	1	2	1	0	4
INTER 3 <sup>RD</sup> PARTY	0	2	0	3	0	5
PIRATE	0	0	1	0	0	1
PIZZA PARTY	0	0	0	0	2	2
REFORM PARTY	0	0	0	1	0	1
SOCIALIST	0	0	0	1	0	1
UNITED INDEPENDENT	29	30	30	27	23	139
WE THE PEOPLE	0	0	0	1	0	1
WORKING FAMILIES PARTY	0	2	0	1	0	3
<b>TOTAL</b>	<b>2355</b>	<b>2451</b>	<b>2410</b>	<b>2294</b>	<b>2206</b>	<b>11716</b>

A True Copy Attest:



Debra A. Gremo, CMC  
Town Clerk



**TOWN OF AUBURN  
ANNUAL TOWN MEETING  
OCTOBER 23, 2018**

At 7:10 PM Moderator Chester Stencil Jr. called the meeting to order in the Auburn High School Auditorium with a quorum present. The Moderator appointed Carolyn Vangel Corriveau, Robert Moffatt, John Stencil, Gregory Bohling, Ellen Gaboury and Deborah Kozik as counters who were sworn in by the Town Clerk.

In compliance with the provisions of the Auburn Charter, copies of the warrant along with the recommendation of the Finance Committee were mailed to each Town Meeting Member on October 3, 2018. Constable Robert Tatro posted attested copies of the warrant in at least two conspicuous places in each precinct on October 3, 2018.

**Members present: 82**

**Article 1: REPORTS OF COMMITTEES**

**Finance Committee Report**

Good evening.

When we last met in May 2018, Town Meeting approved a \$67 million budget for fiscal 2019, which included a tax levy increase of almost 1.5%.

Proposed significant revisions to the budget before you tonight include \$104K in net additions to Article #2 (the Operating Budget). In addition approval is requested to use of a total of \$731K in eligible Free Cash, including adding \$300K to the Stabilization Fund, \$100K to OPEB Liability Trust Fund, \$100K for new playground equipment at Franklin Park and the Boyce Street Tot Lot, \$150K to begin resurfacing/reconstructing municipal parking lots, \$47,200 for rehabilitation of the Leesville Pond Dam area, and \$33,500 for the municipal website replacement.

After recalculating expected revenue sources, including final Cherry Sheet contributions from the Beacon Hill, the proposed budget is now \$67.4 million, which includes a tax levy increase of only 0.8%.

**Regarding the Warrant Articles, the Finance Committee takes the following position:**

All Articles except Article 14 we recommend approval; Articles 14 defer to the petitioners due to its initial non-financial impact.

Just a few comments on certain articles:

- **Article 2** increases the operating budget by \$104K, the largest increases are \$25K each in the Salt & Calcium and Medicare accounts, a \$20K increase to Gas/Oil/Diesel account, a \$15K increase in Insurance & Bonds, and a \$14K increase in Solid Waste Collection. The Finance Committee recommends approval.

- **Article 7** requests to repurpose \$51K from unexpended bond proceeds to the police department for multiple purposes not already designated in their Capital Improvement budget. These funds became available after the successful completion of multiple projects/purposes resulted in surplus balances. The Finance Committee recommends approval.

Respectfully submitted,

Kevin Hussey, Chairman

Anne Cavanaugh, Vice Chair

Malory O'Brien

Edward Coleman

Kevin Kennedy

Kimberly Holstrom

Trevor Sansoucy

## **Board of Selectmen Report**

Articles 5, 6 and Articles 9 through 12 use Free Cash and were unanimously supported by the Board of Selectmen. This is another instance where the Board of Selectmen, Finance Committee and School Committee worked together to develop strong financial policies. These policies are working and we thank Town Meeting for their work on these articles.

The Board of Selectmen makes the following recommendations on the Special Town Meeting Warrant.

Article 2. The Board of Selectmen voted to recommend approval.

Article 3. The Board of Selectmen voted to recommend approval.

Article 4. The Board of Selectmen voted to recommend approval.

Articles 5 and 6. The Board of Selectmen voted to recommend approval.

Article 7. The Board of Selectmen voted to recommend approval.

Article 8. The Board of Selectmen voted to recommend approval.

Article 9. The Board of Selectmen voted to recommend approval.

Articles 10 through 12. The Board of Selectmen voted to recommend approval.

Article 13. The Board of Selectmen voted to recommend approval.

Article 14. The Board of Selectmen voted to recommend approval.

Doreen M. Goodrich, Chairman

Kenneth A. Holstrom, Vice Chairman

Lionel R. Berthiaume

Daniel S. Carpenter

Tristan J. Laliberte

**Article 2.** I move that the Town Meeting vote to amend Article 3 of the May 1, 2018 Annual Town Meeting as follows: Increase Line Item #011552-5305 MIS Hardware/Software from \$118,120.00 to \$118,870.00; Increase Line Item #011611-511122 State Certification Stipend from \$0 to \$1,000.00; Increase Line Item #011612-542102 Miscellaneous Supplies from \$770.00 to \$1170.00; Increase Line Item #011622-542102 Supplies from \$10,350.00 to \$11,550.00; Increase Line Item #011992-5740 Insurance and Bonds from \$785,000.00 to \$800,000.00; Increase Line Item #011992-5480 Gas/Oil/Diesel from \$180,000.00 to \$200,000.00; Increase Line Item #01303-5691 Norfolk Assessment from \$62,149.00 to \$63,682.00; Increase Line Item #014250-553302 Salt and Calcium from \$232,000.00 to \$257,000.00; Increase Line Item #014332-5293 Solid Waste Collection from \$724,356.00 to \$738,356.00; Increase Line Item #019101-5178 Medicare from \$465,000.00 to \$490,000.00; and further to approve an amended FY2019 budget for the Town of Auburn of **\$63,222,112.00.**

By Kimberley A. Holstrom

Seconded by Melinda Kemp

**Vote on Article 2, by majority in favor**

**Article 3.** I move that the Town Meeting vote to appropriate \$1,850.00 from the State Primary Election Account #251007 5700 for an updated assessment on records management.

By William Bylund

Seconded by Thomas Dufour

**Vote on Article 3, by majority in favor**

**Article 4.** I move that the Town Meeting vote to appropriate the sum of \$9,700.00 from general fund revenues for turnout gear washing machines.

By Joe Martin

Seconded by Gregory Bohling

**Vote on Article 4, by majority in favor**

**Article 5.** I move Town Meeting vote on article as read by the moderator.

By Anne Cavanaugh

Seconded by Thomas Dufour

**Vote on Article 5, by majority in favor**

**Article 5.** As printed in the warrant

To see if the Town Meeting will vote to appropriate the sum of \$300,000.00 from Free Cash to the Town Stabilization Fund; or act on anything relative thereto.

**Article 6.** I move Town Meeting vote on article as read by the moderator.

By J. Laurence Ciccolo

Seconded by Kimberley A. Holstrom

**Vote on Article 6, by majority in favor**

**Article 6.** As printed in the warrant

To see if the Town Meeting will vote to appropriate the sum of \$100,000.00 from Free Cash to the Town OPEB (Other Post-Employment Benefits Liability Trust Fund); or act on anything relative thereto.

**Article 7.** I move that the Town Meeting vote to repurpose unexpended bond proceeds as printed in the October 23, 2018 Special Town Meeting Warrant totaling \$51,302.25 for Police Replace Weapons (46,702.39) and Police Accident Reconstruction Equipment (4,599.86).

By Ellen M. Ethier

Seconded by Joe Martin

**Vote on Article 7, unanimous in favor**

**Article 7.** As printed in the warrant:

To see if Town Meeting will vote to repurpose the following unexpended bond proceeds

From:

302007-589039	A18ATM15	Highway Ventilation	152.70
302011-581141	A3ATM10	COA-Addition Entry	185.42
302012-581233	A3ATM11	COA-Replace Generator	10,041.43
302012-581252	A18ATM1	Highway Ventilation	179.54
302013-581348	A3ATM12	COA New Bath Fixtures	593.74
302013-581373	A12FTM14	COA-Handicap Improvements	6,894.24
302013-581341	A3ATM12	DPW Mini Excavator	1,799.75
302013-581345	A3ATM12	DPW Landfill Roof	932.02
302013-581347	A3ATM12	Cemetery 1 Ton Pickup	2.50
302013-581371	A20ATM14	Parks Standup Mower	14.84
302014-581422	A4ATM13	Police Computer Hardware	124.32
302014-581424	A4ATM13	Engineer Mini Excavator	689.67
302014-581461	A18FTM14	Walk Behind Mower	146.00
302015-581535	A3ATM14	COA-Handicap Rear Door	6,000.00
302015-581534	A3ATM14	Cemetery Restrooms Improve	13.15
302015-581537	A3ATM14	Lemansky Dugouts	6,712.48
302016-581623	A3ATM15	Carpet Pheasant Court	11,242.70
302016-581627	A3ATM15	Police Alcohol Detection Equip.	5,577.75

Total: **\$51,302.25**

To:	Police Replace Weapons	46,702.39
	Police Accident Reconstruction Equipment	4,599.86

**Article 8.** I move that the Town Meeting vote to appropriate \$40,000.00 from Overlay Surplus for miscellaneous building facility improvements as printed in the October 23, 2018 Special Town Meeting Warrant.

By Ronald E. Prouty

Seconded by John Stencil

**Vote on Article 8, by majority in favor**

**Article 9.** I move that the Town Meeting vote to appropriate \$33,500.00 from Free Cash for the purchase of modern websites for the Town of Auburn, Auburn Fire-Rescue Department, Auburn Public Library, and Pakachoag Golf Course.

By Gregory Bohling

Seconded by Mark Maass

**Vote on Article 9, by majority in favor**

**Article 10.** I move that the Town Meeting vote to appropriate \$100,000.00 from Free Cash for new playground equipment at Franklin Park and the Boyce Street Tot Lot.

By Carolyn Vangel Corriveau

Seconded by Carl Westerman

**Vote on Article 10, by majority in favor**

**Article 11.** I move that the Town Meeting vote to appropriate \$150,000.00 from Free Cash to resurface or reconstruct municipal parking lots.

By Roberta Baker

Seconded by Eric Otterson

**Vote on Article 11, by majority in favor**

**Article 12.** I move that the Town Meeting vote to appropriate \$47,200.00 from Free Cash to provide grant matching funds for the rehabilitation of Leesville Pond Dam.

By Charles Baker

Seconded by Alan Cooper

**Vote on Article 12, by majority in favor**

**Article 13.** I move Town Meeting vote on article as read by the moderator.

By Maryellen Paquette

Seconded by Barbara Granger

**Vote on Article 13, by majority in favor**

**Article 13.** As printed in the warrant

To see if the Town Meeting will vote to appropriate \$5,000.00 from available funds Dog Licenses, #261018 to the Kennel Revolving Account #2470-4840 as seed money for the purpose of animal care, veterinary medical expenses and maintenance; or act on anything relative thereto.

**Article 14.** I move Town Meeting vote on article as read by the moderator.

By Andrew Paquette

Seconded by Jeffrey LaBonte

Ellen Ethier made a motion requesting that the by-law be amended to include a buffer zone to protect residents who would reside near a solar project but stated she was unsure how to write an amendment to the article.

Thomas Dufour moved that Town Meeting vote to pass by article 14 of the October 23, 2018 Special Town Meeting until May 2019 Annual Town Meeting to address the buffer concerns.  
Seconded by Daniel Largess

Thomas Healey asked what the follow-up would be and Michael Marin asked that the article be passed to afford a layer of protection to the town that currently does not exist for solar projects.

Joe Martin made a motion to move the motion to pass by.  
Seconded by Melinda Kemp

Further discussion ensued at which point Joe Martin rescinded his motion to move the motion to pass by.

Thomas Dufour then withdrew his motion to pass by Article 14.

Ellen Ethier made a motion that the Town meeting vote to amend Article 14 to increase the buffer zone to 100 feet on solar farms on all 4 sides.

Seconded by Joe Martin

Vote to amend Article 14, by majority NOT in favor

A vote was taken on Article 14 as it was written.

**Vote on Article 14, in favor YES 73 NO 1**

**Article 14.** As printed in the warrant:

To see if the Town Meeting will vote to amend the Town of Auburn Zoning Bylaws by adding new Solar Bylaws as follows:

**I.** Amend Section 3.1 of the Auburn Zoning Bylaws to add new Section 3.2.1.7 and Section 3.2.1.8 for Medium and Large-Scale Ground Mounted Solar Energy Systems as follows:

### **3.1 Table of Principal Uses**

Section	Land Use Classification	Standards and Conditions	Zoning Districts											
			RA	RB	RC	RR	RO	LB	HB	GI	IA	IP	OS	RM
<b>3.2.1</b>	<b>EXTENSIVE USES</b>													
3.2.1.7	Medium-Scale Ground Mounted Solar Energy System	See section 3.10	N	SPA	SPA	SPA	N	N	N	SPA	SPA	SPA	N	N
3.2.1.8	Large-Scale Ground Mounted Solar Energy System	See Section 3.10	N	SP	SP	SP	N	N	N	SP	SP	SP	N	N

**II.** Amend Section 3.2 of the Auburn Zoning Bylaws to add new Section 3.2.1.7 and Section 3.2.1.8 for Medium and Large-Scale Ground Mounted Solar Energy Systems as follows:

**3.2 Description of Uses**

3.2.1.7 Medium-Scale Ground Mounted Solar Energy Systems – See Section 3.10

3.2.1.8 Large-Scale Ground Mounted Solar Energy Systems – See Section 3.10

**III.** Amend Section 3.9 of the Auburn Zoning Bylaws to add new Section 3.9.4.7 and Section 3.9.4.8 for Roof-Mounted and Small-Scale Ground Mounted Solar Energy Systems as follows:

**3.9 Accessory Use Regulations**

Accessory uses shall be permitted in all districts on the same lot with the principal use subject to the following provisions. An accessory use is a use which is subordinate to and customarily associated with the principal use and is located on the same lot as the principal building or use. (5/6/93)

**3.9.4 Accessory Uses Permitted in any Zoning District:**

3.9.4.7 Roof-Mounted Solar Energy System - An Active Solar Energy System that is structurally mounted to the roof of a building or permanent structure.

3.9.4.8 Small-Scale Ground-Mounted Solar Energy System - An Active Solar Energy System that occupies 1,750 square feet of surface area or less (equivalent to a rated nameplate capacity of about 10 kW DC or less) which may be located no closer than the setback requirements of the applicable zoning district. All ground-mounted solar energy systems in residential districts shall be installed in either the side yard or rear yard to the extent practicable.

**IV.** Create new Section 3.10 of the Auburn Zoning Bylaws to define and govern Ground-Mounted Solar Energy Systems as follows:

**3.10 Ground-Mounted Solar Energy Systems**

The purpose of this bylaw is to provide reasonable regulations pertaining to Ground Mounted, Solar Energy Systems (see Section 3.10.1 - Definitions). These regulations shall include, but are not limited to, standards for the placement, design, construction, operation, monitoring, modification and removal of such installations that protect public health, safety and welfare; minimize impacts on residential properties and neighborhoods; protect natural resources, including wildlife habitat and corridors; and preserve scenic, historical, and cultural resources.

### 3.10.1 Definitions

Photovoltaic System (also referred to as Photovoltaic Installation): An active solar energy system that converts solar energy directly into electricity.

Rated Nameplate Capacity: The maximum rated output of electric power production of the photovoltaic system in watts of Direct Current (DC).

Solar Access: The access of a solar energy system to direct sunlight.

Solar Collector: A device, structure or a part of a device or structure for which the primary purpose is to transform solar radiant energy into thermal, mechanical, chemical, or electrical energy.

Solar Energy: Radiant energy received from the sun that can be collected in the form of heat or light by a solar collector.

Solar Energy System, Active: A solar energy system whose primary purpose is to harvest energy by transforming solar energy into another form of energy or transferring heat from a collector to another medium using mechanical, electrical, or chemical means. Solar energy systems shall not be included in calculations for lot coverage or impervious cover.

Solar Energy System, Grid-Intertie: A photovoltaic system that is connected to an electric circuit served by an electric utility.

Solar Energy System, Ground-Mounted: An Active Solar Energy System that is structurally mounted to the ground and is not roof-mounted; may be of any size (small or large-scale).

Solar Energy System, Small-Scale: An Active Solar Energy System that occupies 1,750 square feet of surface area or less (equivalent to a rated nameplate capacity of about 10 kW DC or less).

Solar Energy System, Medium-Scale: An Active Solar Energy System that occupies more than 1,750 but less than 40,000 square feet of surface area (equivalent to a rated nameplate capacity of about 10 - 250 kW DC).

Solar Energy System, Large-Scale: An Active Solar Energy System that occupies 40,000 square feet or more of surface area (equivalent to a rated nameplate capacity of about 250kW DC or greater).

Solar Energy System, Off-Grid: A photovoltaic solar energy system in which the circuits energized by the solar energy system are not electrically connected in any way to electric circuits that are served by an electric utility.



Solar Energy System, Passive: A solar energy system that captures solar light or heat without transforming it to another form of energy or transferring the energy via a heat exchanger.

Solar Energy System, Roof-Mounted: An Active Solar Energy System that is structurally mounted to the roof of a building or structure.

### 3.10.2 Applicability

This section applies to Medium-Scale and Large-Scale, Ground-Mounted, Solar Energy Systems occupying land covered by solar panels including associated equipment and appurtenant structures. This section shall also pertain to physical modifications that materially alter the type, configuration, or size of Ground-Mounted Solar Energy Systems or related equipment ("Material Modifications").

- 3.10.2.1 Small-Scale Ground-Mounted, Solar Energy Systems which are an accessory structure to a residential or Non-residential use do not need to comply with this section, but require a building permit, and must comply with all applicable local, state and federal requirements, including but not limited to all applicable safety, construction, electrical, and communications requirements and other provisions of the Zoning Bylaws, such as setback requirements.
- 3.10.2.2 Medium-Scale, Ground-Mounted, Solar Energy Systems shall require Site Plan Approval in accordance with the Auburn Zoning Bylaws in addition to meeting the requirements of this Section. An Installation may be permitted on one or more adjacent parcels under common ownership (including those separated by a roadway) in the Residential B (RB), Residential C (RC), Residential (RR), General Industrial (GI), Industrial A (IA), and Industrial P (IP) Zoning Districts by Site Plan Approval as indicated in the Table of Principle Uses (Section 3.2.1.7).
- 3.10.2.3 Large-Scale, Ground-Mounted, Solar Energy Systems shall require a Special Permit from the Zoning Board of Appeals in accordance with Section 9.3 of the Auburn Zoning Bylaws in addition to meeting the requirements of this Section. An Installation may be permitted on one or more adjacent parcels under common ownership (including those separated by a roadway) in the Residential B (RB) Residential C (RC), Residential (RR), General Industrial (GI), Industrial A (IA), and Industrial P (IP) Zoning Districts by Special Permit as indicated in the

## Table of Principle Uses (Section 3.2.1.8).

### 3.10.3 Changes of Covenant, Use, Restrictions, or Designations for Large Scale Projects

No Ground-Mounted Solar Energy Systems of any size shall be installed in violation of covenants created by a Homeowner's Association, Condo Association, or other neighborhood governing structure that applies to a grouping of parcels of residential land.

No Large-Scale, Ground-Mounted, Solar Energy Systems shall be permitted if any of the following are needed or true unless disclosed with the initial Site Plan Approval or Special Permit Application:

- 3.10.3.1 Change in restrictive covenants recorded or on the deed (MGL 184, Sec. 26)
- 3.10.3.2 Change in restrictions or conditions recorded or on the deed (MGL 184, Sec. 26)
- 3.10.3.3 Change in conservation restriction in the form of a restriction, easement, covenant, condition, or right (MGL 184, Sec. 31)
- 3.10.3.4 Any change of use or designation of the parcel including but not limited to MGL 61, MGL 61A, or MGL 61B.

In the event any of the items are true, such notice must be submitted at the time of Site Plan Approval or Special Permit Application. In the event of a change which allows the Town of Auburn a Right of First Refusal, the Town of Auburn's Board of Selectmen and all potential assignees must waive the Right of First Refusal before the Site Plan Approval or the Special Permit Application will be considered complete and the required periods for holding a public hearing on such application will begin to run.

### 3.10.4 General Requirements for all Ground-Mounted Solar Energy Systems

The following requirements are common to all Ground-Mounted, Solar Energy Systems

#### 3.10.4.1 Compliance with Laws, Bylaws and Regulations

The construction and operation of all Ground-Mounted, Solar Energy Systems shall be consistent with all applicable local, state and federal requirements including but not limited to all applicable safety,

construction, electrical, and communications requirements. All buildings and fixtures forming part of the installation shall require a building permit and shall be constructed in accordance with the Massachusetts State Building Code.

- 3.10.4.2 The emergency response guide shall be provided to the Auburn Fire Department along with emergency contact information. Keys to all gate locks shall be provided to the Auburn Fire Department.
- 3.10.4.3 Prior to commencement of construction activities, a complete copy of the Stormwater Pollution Prevention Plan (SWPPP) shall be provided to the Town Engineer, Zoning Enforcement Officer, Planning Board, Conservation Commission, and emergency services. The SWPPP shall include the names, addresses, and contact information, including 24-hour emergency contact information for all construction-period project operators including the project owner and all project contractors and/or subcontractors. Changes and updates to the site operator contact information must be provided in writing to the Zoning Enforcement Officer within one business day of any changes/updates.
- 3.10.4.4 Prior to final approval by the Electrical Inspector and Zoning Enforcement Officer, an Operations and Maintenance (O&M) handbook shall be submitted to the Town Engineer, Building Commissioner, and emergency services, that includes the names, addresses, and contact information for the site owner and the site operator (if different), a description of emergency response measures including procedures for shutting down the Installation, a checklist of inspection items, a schedule for implementing routine and emergency maintenance activities, and a long term pollution prevention plan consistent with the requirements of the MassDEP Stormwater Management Standards.

At such time that the responsible party(ies) transition or change, an updated O&M plan shall be submitted to the Town Engineer, Building Commissioner, and emergency services within five business days of the change.
- 3.10.4.5 Emergency shut-off procedures must be clearly indicated at each ingress point to the site. Each ingress point shall restrict access to authorized personnel only.
- 3.10.4.6 If earthwork activities require that material including, but not limited to, clean fill, loam, sand, "11d/or gravel be imported from off site, such

material must be clean and without contamination by hazardous substances or invasive species and must be obtained from a source approved by the Auburn Department of Public Works. The applicant shall submit a detailed manifest describing the source of the material and shall provide the results of materials testing demonstrating that no hazardous substances or invasive species contaminate the material. If a manifest or material testing information is not provided, the material must be removed and replaced at the applicant's expense.

- 3.10.4.7 Prior to final approval by the Building Commissioner, all landscape areas must be complete in accordance with the Landscape Plan (Section 3.10.7.4).

### 3.10.5 Site Plan Approval

Ground-Mounted Solar Energy Systems shall undergo Site Plan Approval (Section 9.4) by the Planning Board prior to construction, installation or modification as provided in this section. All plans and maps shall be prepared, stamped, and signed by a Professional Engineer licensed to practice in the Commonwealth of Massachusetts. The following documents shall be provided in addition to or in coordination with those required for Site Plan Review (Section 9.4):

- 3.10.5.1 Proof of liability insurance;

- 3.10.5.2 Description of financial surety that satisfies Section 3.10.13.3;

- 3.10.5.3 All items required as part of section 9.4 of the Auburn Zoning Bylaw with the addition of the following:

- (a) Proposed changes to the landscape of the site including grading, vegetation clearing and planting, screening, and new structures, including their height;
- (b) Locations of Permanently Protected Open Space, Priority Habitat Areas and BioMap 2 Critical Natural Landscape Core Habitat mapped by the Natural Heritage & Endangered Species Program (NHESP) and "Habitat of Potential Regional or Statewide Importance" also known as "Important Habitat" mapped by the DEP;
- (c) Locations of local or National Historic Districts;

- (d) A list of any hazardous materials proposed to be located on the site in excess of household quantities and a plan to prevent their release to the environment;
- (e) Blueprints or drawings of the solar energy system signed by a Professional Engineer licensed to practice in the Commonwealth of Massachusetts showing the proposed layout of the system and any potential shading from nearby structures;
- (f) One- or three-line electrical diagram detailing the solar energy system, associated components, and electrical interconnection methods, with all National Electrical Code-compliant disconnects and overcurrent devices;
- (g) Documentation of the major system components to be used, including the electric generating components, transmission systems, mounting system, inverter, etc.
- (h) Name, address, and contact information for the proposed system installer;
- (i) Name, address, phone number and signature of the property owners, the applicant, the developer, and any other party that produced material to support the Special Permit Application or the Site Plan;
- (j) The name, contact information and signature of any agents representing the owner or applicant;
- (k) Provision of water including that needed for fire protection;
- (l) Zoning district designation and zoning overlay(s) for the parcel(s) of land comprising the project site (submission of a paper copy of a zoning map with the parcel(s) identified is suitable for this purpose);
- (m) An operation and maintenance plan (see Section 3.10.7.1);

### 3.10.6 Site Control

The Site Plan application shall include documentation of actual or prospective access and control of the project site sufficient to allow for construction and operation of the proposed solar energy system.

### 3.10.7 Operation & Maintenance Plans, Landscape Plans

3.10.7.1 Operation & Maintenance Plan - The Site Plan application shall include a plan for the operation and maintenance of the Large-Scale, Ground-Mounted, Solar Energy System, which shall include measures for maintaining safe access to the installation, stormwater and vegetation controls, as well as general procedures for operational maintenance of the installation.

3.10.7.2 Landscaping & Buffering - Landscaping shall be provided and maintained in accordance with the Site Plan approved by the Planning Board and incorporated as part of the plans on which the Permit is based.

3.10.7.3 Landscaping shall be provided and maintained on the site to screen the Installation, the accessory facilities, and appurtenant structures as determined by the Planning Board. Landscape screening shall be provided adjacent to:

(a) Abutting properties where a front, side, or rear lot line of the Installation site adjoins (or is separated by a public way from) a residential district or an existing residential use;

(b) Abutting public ways.

### 3.10.8 Utility Notification

No Ground-Mounted, Solar Energy Systems shall be constructed until evidence has been given to the Planning Board that the utility company that operates the electrical grid where the installation is to be located has been informed of the solar energy system owner or operator's intent to install an interconnected facility. Off-grid systems shall be exempt from this requirement.

### 3.10.9 Dimensional and Height Requirements

3.10.9.1 Setbacks - For Ground-Mounted Solar Energy Systems, front, side and rear setbacks and setbacks from property lines shall be consistent with Section 5.4 of the Auburn Zoning Bylaws within the applicable zoning district.

3.10.9.2 Appurtenant Structures - All appurtenant structures to Ground-Mounted, Solar Energy Systems shall be subject to the Town's Zoning Bylaw requirements concerning the bulk of structures, lot area, setbacks, open space, parking and building coverage requirements. All such appurtenant structures, including but not limited to, equipment shelters, storage facilities, fencing, transformers, and substations, shall be architecturally compatible with each other. Structures shall be screened from view by vegetation and/or joined or clustered to avoid adverse visual impacts.

3.10.9.3 Height of Structures - The height of any structure associated with a Ground-Mounted, Solar Energy System shall not exceed 15 feet. The height of any solar panel from ground level shall not exceed 10 feet.

### 3.10.10 Design and Performance Standards

3.10.10.1 Lighting - Outdoor lighting including lighting on the exterior of a building or lighting in parking areas shall be arranged to minimize glare and light spilling over the neighboring properties. Except for low level intensity pedestrian lighting, other lighting shall be designed and located so that:

- (a) The luminaire (LED) has an angle of cutoff less than 76 degrees;
- (b) A line drawn from the height of the luminaire (LED) along the angle of cutoff intersects the ground at a point within the development site;
- (c) The bare light bulb, lamp or light source is completely shielded from direct view at any point five feet above the ground on neighboring properties or streets.
- (d) Lighting shall be directional to preclude light pollution of neighbors or the night sky and shall be "Dark Sky" compliant and meet International Dark Sky FSA certification requirements;
- (e) The owner/operator shall be responsible for maintenance of lighting systems. Lighting shall not be kept on at night unless there is an emergency or is required for safety purposes as determined by the Building Commissioner.

3.10.10.2 Signage - Signs on Ground-Mounted, Solar Energy Systems shall comply with all applicable requirements of the Zoning Bylaws. A sign shall be required to identify only the owner and provide a 24- hour emergency contact phone number. Solar electric installations shall not be used for displaying any advertising except for reasonable identification of the manufacturer or operator of the solar electric installation.

3.10.10.3 Utility Connections - Reasonable efforts, as determined by the Planning Board, shall be made to place all utility connections from the solar electric installation underground, depending on appropriate soil conditions, shape, and topography of the site and any requirements of the utility provider. Electrical transformers for utility interconnections may be above ground if required by the utility provider.

3.10.10.4 Access Roads - Access roads shall be constructed to minimize grading, removal of stone walls or trees and minimize impacts to environmental or historic resources as approved by the emergency services departments in the Town of Auburn (e.g., Fire, Police and DPW).

3.10.10.5 Vegetation Management - Herbicides may not be used to control vegetation at the solar energy system.

3.10.10.6 Hazardous Materials - Hazardous materials stored, used, or generated on site shall not exceed the amount for a Very Small Quantity Generator of Hazardous Waste as defined by the DEP pursuant to

MassDEP regulations 310 CMR 30.000 and shall meet all requirements of the DEP including storage of hazardous materials in a building with an impervious floor that is not adjacent to any floor drains to prevent discharge to the outdoor environment. If any hazardous materials, including, but not limited to, lithium ion (storage batteries) are used within the solar electric equipment, then impervious containment areas capable of controlling and containing any release of hazardous materials to the environment and to prevent potential contamination of groundwater are required. A list of any hazardous materials proposed to be located on the site and a plan to prevent their release shall be provided to the Planning Board and Fire Chief. The use of Cadmium Telluride solar panels is prohibited in Auburn.

3.10.10.7 Noise - Noise generated by Ground-Mounted, Solar Energy Systems and associated equipment and machinery shall conform at a minimum to applicable state and local noise regulations, including the DEP's Division of Air Quality noise regulations, 310 CMR 7.10.

3.10.10.8 Visual Impacts - The installation including all accessories and appurtenant structures shall be designed to minimize visual impacts, including preserving natural vegetation to the maximum extent possible, blending in equipment with the surroundings, and adding vegetative buffers to provide an effective visual barrier from adjacent roads and to screen abutting residential properties, whether developed or not. Siting shall be such that the view of the solar energy system from other areas of Town shall be as minimal as possible, in the judgment of the Planning Board.

### 3.10.11 Safety and Environmental Standards

3.10.11.1 Emergency Services - A copy of the project summary, electrical schematic, and Site Plan shall be provided to the Auburn Fire Chief. The owner or operator shall cooperate with local emergency services to develop an emergency response plan. All means of shutting down the solar electric installation shall be clearly marked. A responsible person shall be identified for public inquiries throughout the life of the installation.

3.10.11.2 Land Clearing, Soil Erosion, and Impacts - The facility shall be designed to minimize impacts to agricultural land and shall be compatible with continued agricultural use to the maximum extent possible. The facility shall be designed to minimize impacts to environmentally sensitive land. Clearing of natural vegetation shall be limited to what is



necessary for the construction, operation and maintenance of the Ground-Mounted, Solar Energy System or otherwise prescribed by applicable laws, regulations, and bylaws. The design shall minimize the use of concrete and other impervious materials to the maximum extent possible. Locating Ground Mounted Solar Energy Systems on grades in excess of 15% shall be avoided to the maximum extent possible.

- 3.10.11.3      Habitat Impacts - Ground-Mounted, Solar Energy Systems shall not be located on Permanently Protected Open Space or Priority Habitat and BioMap 2 Critical Natural Landscape Core Habitat areas mapped by the Natural Heritage and Endangered Species Program (NHESP) and shall be designed to minimize impacts to "Habitat of Potential Regional or Statewide Importance" also known as "Important Habitat" mapped by the DEP to the maximum extent possible.

### 3.10.12      Monitoring, Maintenance, and Reporting

- 3.10.12.1      Solar Energy System Conditions - The facility shall be maintained in good condition. Maintenance shall include, but not be limited to, painting, landscaping, structural repairs, and maintaining the integrity of security measures. Site access shall be maintained to a level acceptable to the local Fire Chief and Building Commissioner. The property owner and the owner/operator of the facility shall together be responsible for the cost of maintaining the solar energy system and any access road(s).
- 3.10.12.2      Modifications - All Material Modifications to a solar energy system made after issuance of the required building permit shall require approval by the Planning Board.
- 3.10.12.3      Annual Reporting - The Annual Report, which certifies compliance with the requirements of this bylaw and the approved site plan, including control of vegetation, noise standards, and adequacy of road access shall be submitted by the owner/operator to the Building Commissioner no later than 45 days after the end of the calendar year. The Annual Report shall also provide information on the maintenance completed during the course of the year, the amount of electricity generated by the facility, and the amount of surety available for decommissioning or indemnification (see Section 3.10.13.3).

### 3.10.13      Abandonment, Decommissioning, Financial Surety, & Indemnification

3.10.13.1 Removal Requirements - Any Ground-Mounted, Solar Energy System which has reached the end of its useful life or has been abandoned consistent with Section 3.10.13.2 of this bylaw, shall be removed. The owner or operator shall apply for building permits to remove the solar energy system no more than 180 days after the date of discontinued operations. The Planning Board, Town Engineer and the Building Commissioner shall be notified by certified mail of the proposed date of discontinued operations and plans for removal. Decommissioning shall consist of:

- (a) Physical removal of all Ground-Mounted, Solar Energy Systems, structures, equipment, security barriers and transmission lines from the site;
- (b) Proper disposal of all solid and hazardous waste in accordance with local, state, and federal waste disposal regulations;
- (c) Stabilization or re-vegetation of the site as necessary to minimize erosion as approved by Town Engineer. The Town Engineer may allow the owner or operator to leave landscaping or designated below-grade foundations in order to minimize erosion and disruption to vegetation.

3.10.13.2 Abandonment - Absent notice of a proposed date of decommissioning or written notice of extenuating circumstances, the solar energy system shall be considered abandoned when it fails to operate for more than one year without the written consent of the Planning Board. Upon written request from the Building Commissioner addressed to the contact address provided and maintained by the owner and operator as required in this bylaw, the owner or operator shall provide evidence to the Building Commissioner demonstrating continued use of the installation. Failure to provide such evidence within thirty (30) days of such written request shall be conclusive evidence that the installation has been abandoned. If the owner or operator of the Ground-Mounted, Solar Energy System fails to remove the installation in accordance with the requirements of this section, the Town retains the right, after the receipt of an appropriate court order, to enter and remove an abandoned, hazardous or decommissioned Ground-Mounted, Solar Energy System. The applicant, Installation owner, and/or landowner shall agree to allow entry to remove an abandoned or decommissioned installation. The Town's cost for the removal will be charged to the property owner in accordance with the provisions of M.G.L. 139, Section 3A as a tax lien on the property.

3.10.13.3 Financial Surety - A form of surety shall be provided and thereafter maintained, either through an escrow account, bond or other form of surety approved by the Planning Board to cover the cost of removal in the

event the town must remove the installation and remediate the landscape, in an amount and form determined to be reasonable by the Planning Board, but in no event to exceed more than 150 percent of the cost of removal and compliance with the additional requirements set forth herein, as determined by the project proponent and the Town. Such surety will not be required for municipal or state-owned facilities. A fully inclusive estimate of the costs associated with removal, prepared by a licensed Professional Engineer shall be submitted to the Town Engineer for review. The amount shall include a mechanism for calculating increased removal costs due to inflation. The owner shall increase or replenish the surety as necessary to maintain an adequate amount, as determined by the Planning Board in accordance with the requirements of this bylaw.

- 3.10.13.4 Indemnification - The owner/operator shall indemnify and hold harmless the Town of Auburn and/or any of its citizens from any and all liabilities, losses and/or damages, including reasonable attorney fees, resulting from the failure of the owner/operator to comply with the terms of this by-law and/or negligence in the operations and maintenance of any structures built in accordance with it. Any surety provided for in this by-law shall be available for the aforementioned indemnification.

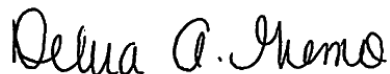
3.10.14 Severability

The provisions of this bylaw are severable, and the invalidity of any section, subdivision, subsection, paragraph or other part of this bylaw shall not affect the validity or effectiveness of the remainder of this bylaw. For any provision of this bylaw that conflicts with another state or local bylaw, the most restrictive provision shall apply.

;or act on anything relative thereto.

Meeting dissolved on a motion by Charles A. Baker and seconded by Ellen Gaboury at 8:15 PM.

A True Copy Attest:



Debra A. Gremon, CMC/CMMC  
Town Clerk

**TOWN OF AUBURN  
STATE ELECTION  
NOVEMBER 6, 2018**

The General Election was held in the Town of Auburn on Tuesday, November 6, 2018. The polls were open from seven o'clock AM to eight o'clock PM as specified in the warrant for this election. The following returns were made by the warden of the five precincts.

**\*DENOTES ELECTED**

<b>PRECINCTS</b>	<b>#1</b>	<b>#2</b>	<b>#3</b>	<b>#4</b>	<b>#5</b>	<b>TOTAL</b>
<b><u>SENATOR IN CONGRESS</u></b>						
*ELIZABETH A. WARREN	777	759	789	694	666	3685
GEOFF DIEHL	767	765	750	649	656	3587
SHIVA AYYADURAI	69	59	70	89	72	359
Scattering Write-ins	0	0	0	2	3	5
Blanks	22	24	26	17	19	108
<b><u>GOVERNOR &amp; LT GOVERNOR</u></b>						
*BAKER AND POLITO	1296	1235	1294	1111	1089	6025
GONZALEZ AND PALFREY	302	338	305	302	297	1544
Scattering Write-ins	5	1	4	4	0	14
Blanks	32	33	32	34	30	161
<b><u>ATTORNEY GENERAL</u></b>						
*MAURA HEALY	982	974	983	884	854	4677
JAMES R. MCMAHON, III	611	605	623	542	534	2915
Scattering Write-ins	0	0	0	2	0	2
Blanks	42	28	29	23	28	150
<b><u>SECRETARY OF STATE</u></b>						
*WILLIAM FRANCIS GALVIN	1029	1016	1035	896	928	4904
ANTHONY M. AMORE	508	496	511	477	417	2409
JUAN G. SANCHEZ, JR.	38	41	31	42	34	186
Scattering Write-ins	0	1	1	2	0	4
Blanks	60	53	57	34	37	241
<b><u>TREASURER</u></b>						
*DEBORAH B. GOLDBERG	944	941	944	865	838	4532
KEIKO M. ORRALL	555	519	559	471	465	2569
JAMIE M. GUERIN	45	60	50	52	49	256
Scattering Write-ins	0	0	0	3	0	3
Blanks	91	87	82	60	64	384
<b><u>AUDITOR</u></b>						
*SUZANNE M. BUMP	831	856	853	751	747	4038

HELEN BRADY	611	574	611	532	514	2842
DANIEL FISHMAN	58	54	54	66	50	282
EDWARD J. STAMAS	29	30	26	38	30	153
Scattering Write-ins	0	0	0	1	0	1
Blanks	106	93	91	63	75	428

#### **REPRESENTATIVE IN CONGRESS – 2<sup>ND</sup> DISTRICT**

*JAMES P. MCGOVERN	1013	1001	1021	915	918	4868
TRACY LYN LOVVORN	580	577	583	513	470	2723
Scattering Write-ins	0	1	1	3	0	5
Blanks	42	28	30	20	28	148

#### **COUNCILLOR – 7<sup>TH</sup> DISTRICT**

*JENNIE L. CASSIE	919	906	919	801	824	4369
PAUL M. DEPALO	629	639	652	595	540	3055
Scattering Write-ins	2	0	1	2	0	5
Blanks	85	62	63	53	52	315

#### **SENATOR IN GENERAL COURT – 2<sup>ND</sup> WORCESTER DISTRICT**

*MICHAEL O. MOORE	1246	1222	1262	1099	1085	5914
Scattering Write-ins	19	9	4	13	7	52
Blanks	370	376	369	339	324	1778

#### **REPRESENTATIVE IN GENERAL COURT – 7<sup>TH</sup> WORCESTER DISTRICT**

*PAUL K. FROST	1074	1080	1077	928	934	5093
TERRY BURKE DOTSON	503	487	498	480	425	2393
Scattering Write-ins	4	3	3	2	5	17
Blanks	54	37	57	41	52	241

#### **DISTRICT ATTORNEY MIDDLE DISTRICT**

*JOSEPH D. EARLY JR.	1064	1099	1113	1007	947	5230
BLAKE J. RUBIN	483	439	440	389	386	2137
Scattering Write-ins	3	0	3	6	1	13
Blanks	85	69	79	49	82	364

#### **CLERK OF COURTS – WORCESTER COUNTY**

*DENNIS P. MCMANUS	913	931	943	877	821	4485
JOANNE E. POWELL	628	596	602	509	530	2865
Scattering Write-ins	1	0	0	3	1	5
Blanks	93	80	90	62	64	389

#### **REGISTER OF DEEDS – WORCESTER DISTRICT**

*KATE D. CAMPANALE	795	816	843	727	693	3874
KATHRYN A. TOOMEY	764	738	722	673	668	3565
Scattering Write-ins	0	0	0	2	0	2
Blanks	76	53	70	49	55	303

**QUESTION #1 PATIENT SAFETY**

YES	541	537	529	572	493	2672
*NO	1053	1034	1058	846	893	4884
Blanks	41	36	48	33	30	188

**QUESTION #2 CITIZEN COMMISSSION**

*YES	1075	1078	1080	972	937	5142
NO	470	461	471	425	417	2244
Blanks	90	68	84	54	62	358

**QUESTION #3 TRANSGENDER ANTI-DISCRIMINATION**

*YES	975	969	973	883	809	4609
NO	606	590	602	534	563	2895
Blanks	54	48	60	34	44	240

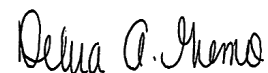
**TOTAL VOTES CAST**

<b><u>PRECINCTS</u></b>	<b><u>#1</u></b>	<b><u>#2</u></b>	<b><u>#3</u></b>	<b><u>#4</u></b>	<b><u>#5</u></b>	<b><u>TOTAL</u></b>
<b>TOTAL VOTES CAST:</b>	1635	1607	1635	1451	1416	7744

**REGISTERED VOTERS**

	<b><u>#1</u></b>	<b><u>#2</u></b>	<b><u>#3</u></b>	<b><u>#4</u></b>	<b><u>#5</u></b>	<b><u>TOTAL</u></b>
DEMOCRAT	624	627	609	542	558	2960
REPUBLICAN	278	255	301	274	259	1367
UNENROLLED	1468	1552	1512	1455	1394	7381
CONSERVATIVE	1	1			1	3
GREEN-RAINBOW	1	2		3	2	8
GREEN PARTY USA	1					1
LIBERTARIAN	8	10	5	20	9	52
UNITED INDEPENDENT	32	28	29	27	22	138
MA INDEPENDENT PARTY	3	1	1	2		7
AMERICAN INDEPENDENT	1	1	2	1		5
NATURAL LAW PARTY	1					1
INTER 3 <sup>RD</sup> PARTY	1	2	1	3		7
PIRATE			1			1
SOCIALIST				1		1
WE THE PEOPLE				1		1
WORKING FAMILIES		2		1		3
<b>TOTAL</b>	<b>2419</b>	<b>2481</b>	<b>2461</b>	<b>2330</b>	<b>2245</b>	<b>11936</b>

A True Copy Attest:



Debra A. Gremon, CMC/CMMC  
Town Clerk

## **Board of Selectmen**

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The Board of Selectmen enjoyed a very active year. Various projects were newly undertaken or continued with many positive outcomes through the hard work of the Board, the Town Administration, town employees, and boards and commissions.

In 2018 following the Request for Quotes process, the firm of BSC Group, Inc. was chosen to do the feasibility study for a town swimming pool that included a needs assessment, market and site analysis, public outreach, and a financial analysis. The firm did extensive research and reached out to the public by having two public meetings and conducting two surveys for further citizen comments. A report is expected in early 2019. The Board of Selectmen gratefully acknowledges Dr. Martha Pappas and the Dr. Arthur and Dr. Martha Pappas Foundation for their grant of \$30,000.00 to fund the feasibility study and for Dr. Martha Pappas's extremely generous offer to contribute \$1,000,000 to the Town if it decides to construct a municipal swimming pool facility.

Efforts continued toward the proposed Dog Park at Lemansky Park. The Fur Friends group had committed to raising funds for the required match in order to apply for the Stanton Foundation Grant for the Dog Park. On receiving an update on fundraising results, the Board of Selectmen voted to authorize the application to the Stanton Foundation for \$150,000.00 pending evidence of the match. In a subsequent vote in December the Board amended its vote to authorize the application for up to \$225,000.00 because the friends group had received increased donations and in the event that an unsolicited gift came in before the application was filed.

In January 2018 Town Manager Julie Jacobson presented details of the first Citizens Leadership Academy that was developed, as one of the Town Manager's goals, to inform and educate residents on the operations of municipal government, to promote understanding of their local government and to foster future interest in serving on boards and commissions. The Leadership Academy was held for ten weeks on Thursdays starting March 22, 2018 to May 24, 2018 from 6:00 to 8:30 P.M. Each department presented information about their roles and responsibilities and how they impact residents and taxpayers. Participants had the chance to tour town-owned buildings and join in various interactive activities. Transportation was provided to the tours of municipal facilities. This was a most successful first Citizens Leadership Academy!

Town Manager Julie Jacobson presented to the Board of Selectmen a proposed Town of Auburn Lands Policy and Process: MGL Chapter 61, 61A or 61B Land. The proposed policy was designed to provide clear direction on the process that all municipalities must follow under Massachusetts General Laws, while not reiterating the actual laws verbatim, and to recommend procedures for the Town of Auburn to implement when landowners notify the Town of their intent to convert or sell their Chapter 61, 61A or 61B land. The genesis of the proposal was the onerous process in 2014 and 2015 for acceptance by the Board to consider purchasing the 61A land (50 acres) on

Southold Road. This policy attempted to make it easier to navigate the process should it arise again. In addition, following that experience, the town administration reached out to our State legislative leaders who have supported legislative amendments to extend the timelines for action by the Towns to meet all requirements of the MGL process and to clarify language in the law. The Board of Selectmen voted to approve the policy.

Through the efforts of the Board Policy Sub-committee, an Auburn Board of Selectmen Code of Conduct was prepared and presented to the Board, as a guide to inform and govern behavior toward other board members, town employees and volunteers, other government officials, and the citizens, businesses and taxpayers of Auburn as the Board fulfills its duties in accordance with the highest standards of governance set by predecessors since the founding of Auburn in 1778. The Code of Conduct was approved by the Board.

On Feb 26<sup>th</sup> Selectmen Tristan Laliberte presented his findings from the feasibility study authorized by the Board on the proposal for a bylaw to ban the distribution of single use plastic bags in Auburn. The Board voted to have a public hearing that was held on March 19, 2018 to solicit input and feedback from residents, businesses and taxpayers on the proposal. Residents came and provided their comments for and against the issue and residents also provided written comments. The Board of Selectmen continued the hearing and continued to accept public comments. The Board closed the hearing in September and, as public comment/opinion was split on the issue, the Board voted to place a ballot question on the May 2019 Annual Town Election ballot.

The Board also supported the following continuing projects:

- Drury Square Project and Bylaw. The Board authorized filing a grant application with Mass Downtown Initiative for a Wayfinding and Branding program
- Master Plan.
- Zoning Bylaw Review.
- Redevelopment projects for the Mary D. Stone School building and Julia Bancroft School building.
- Public Safety Feasibility Study.

Doreen M. Goodrich and Kenneth A. Holstrom were re-elected to the Board at the annual town election on May 15, 2018. The Board reorganized on May 21, 2018 and Doreen M. Goodrich was again elected as Chairman and Kenneth A. Holstrom as Vice Chairman.

The Board adopted goals for the new fiscal year to:

1. Allow the sub-committee to continue looking into live streaming Board of Selectmen meetings.



2. Review Entertainment Licenses (Indoor and Outdoor).
3. Allow the Chair and one member of the Board to perform a comprehensive review of all Board of Selectmen policies, with input of the Development Coordinating Group (DCG) on specific policies, and report back to the full Board.

In November the annual tax classification hearing was held. The Board maintained its efforts to retain and encourage businesses to locate in Auburn for the long-term benefit of both the residents and businesses. This year the Board of Selectmen voted to set the Residential Factor at 1.17 because by setting this factor the projected residential rate would be the same at \$18.44. In addition the Board voted to extend the Small Commercial Tax Exemption at 10% and not to adopt the Open Space Discount or the Residential Exemption. To mitigate any impact of the factor shift the Board supported the re-creation of the Tax Exemption and Abatement Advisory Group to review options to help the senior citizens and veterans through potential changes in the exemption programs.

The Board continues to fulfill its responsibilities to approve and issue licenses under its jurisdiction, to make appointments as provided in the Auburn Town Charter, and to accept the many generous donations in support of our town departments. The year 2018 marked the 100<sup>th</sup> anniversary of the end of World War I and the death of local soldier Chester P. Tuttle in the war. The Board of Selectmen voted to issue proclamations in advance of the commemorative events that were organized by the Historical Society to recognize the significant date.

Finally, the Board of Selectmen supports the town administration in its policies to maintain our financial standing, minimize the impact on the taxpayers and retain the Town's excellent bond rating. The Board looks forward to the sustained success of the Town of Auburn in the next year and beyond!

Respectfully submitted,

*Doreen M. Goodrich*

Doreen M. Goodrich

Chairman of the Board of Selectmen

## **Town Manager Report 2018 Year in Review**

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Town administration continued a number of initiatives in 2018 and embarked on several new projects, plans and initiatives, both short and long term. Progress continued on numerous initiatives ranging from economic development to planning, public safety to public works, technology to energy efficiencies, and facility improvements to financial management. Town administration continued to implement valuable programs and services designed to benefit the residents and businesses in the Auburn community. The administration remains committed to maximizing our resources, identifying efficiencies, and providing effective and professional services to the community at all levels.

The administration's ongoing multi-year commitment to implementing its financial policies, building reserves and addressing pension and healthcare liabilities continues to be reflected in the stability of the Town's fiscal condition. Free cash increased, excess levy capacity increased, and reserve levels increased while the FY'19 Budget remained well below available Proposition 2 ½ limits (0.83%). The administration continues to adhere to the written financial policies adopted by the Board of Selectmen and the Finance Committee, which enabled the Town to maintain its strong bond rating and remain in a strong financial position. The Town has kept its reserve levels consistent at the benchmark recommended by the bond rating agencies while providing a mechanism, through the recently adopted Free Cash Policy, for funding one-time expenditures such as capital, the OPEB Fund and the Stabilization Fund. The Free Cash Policy is one of several written policies developed by town administration and approved by the Finance Committee and the Board of Selectmen to establish a framework for investment, budgeting, and reserves. As a result of these policies, Town administration, as approved at the Annual Town Meeting, allocated its annual contribution of \$500,000 into the OPEB fund in the FY19 budget to address future liabilities. At the Special Town Meeting in the Fall, in accordance with the Free Cash policy, Town Meeting voted to appropriate from Free Cash \$300,000 to the Stabilization Fund; \$100,000 to the OPEB Trust Fund; \$33,500 for the purchase and development of modern websites for the Town of Auburn, Auburn Fire Rescue Department, Auburn Public Library, and Pakachoag Golf Course; \$100,000 for new playground equipment at Franklin Park and the Boyce Street Tot Lot; \$150,000 to resurface or reconstruct municipal parking lots; and \$47,200 to provide grant matching funds for the rehabilitation of Leesville Pond Dam. Our financial policies and strategies have enabled the Town to continue to purchase smaller capital items rather than borrow funds in order to manage debt service levels. Standard & Poor's reaffirmed the Town's AA+ rating, which is one step from the highest rating that a municipality can receive, which enables the Town to borrow at much reduced interest rates. The rating from Standard & Poor's, as well as the Aa2 rating from Moody's Investor Services, reflects the Town's strong management practices, increased reserves, adoption and implementation of these key financial policies, Five Year Budget Forecasts and Multi-Year Capital Projections, as well as implementation of reforms with an emphasis on fiscal discipline.

During calendar year 2018, town administration applied for 41 grants totaling \$3,509,238.26. Of those grant applications, 24 were received totaling \$762,827.35, 12 are pending and 5 were denied. The grants received provided emergency equipment, programs for seniors, planning assistance, green energy programs, police training and equipment, Library programs, CodeRED, recycling education, public safety programs and more. Since 2011, town administration has applied for 250

grants totaling \$14,690,695.87 in requests. A total of 207 grants have been received totaling \$4,260,730.81 since 2011.

After several months of planning and development, in September 2018 we launched the Town's new Financial Transparency Center in partnership with ClearGov, a municipal transparency and benchmarking platform. This new tool provides taxpayers an easy-to-understand, visual breakdown of Auburn's finances, as well as insights into the Town's demographics. Many internal administrator tools available through ClearGov will also be used internally by Town Administration for various budgeting and planning activities. Auburn's Transparency Center provides detailed revenue and expenditure breakdowns of our General Fund as well as budgeted funds and data on the Town's debt. The Financial Transparency Center enables citizens to easily view the breakdown of the Town's revenues and expenses as well as demographics. It allows taxpayers to see how their tax dollars are spent and provides a better understanding of the fiscal operations of the Town of Auburn. By launching this site, Auburn has enhanced its fiscal transparency and accountability to the public. It also provides a user-friendly mechanism to access the Town's revenues and expenditures and break down that data by department and line items.

In 2018, we launched a new procurement page and bid system for the Town's web site under which we can provide information to the public on open bids, contracts and awards. This web site enhances the Town's transparency with regard to bidding and procurement. The system is user friendly for employees, vendors and residents. We have also developed a checklist and guide for departments to use in the procurement process.

A feasibility study for a town swimming pool was undertaken in 2018, funded by a \$30,000 grant from the Dr. Arthur and Dr. Martha R. Pappas Foundation. Following a Request for Quotes (RFQ), the BSC Group was selected as the consultant to conduct the study. Throughout the year, the consultants conducted two community meetings and issued two surveys to solicit input from residents. The feasibility study, which was completed in early January 2019, included a needs assessment, market analysis, site analysis, public outreach, concept options and a financial analysis. The financial analysis encompassed the estimated construction costs of an indoor facility and an outdoor seasonal facility and as well as estimated annual maintenance and operating costs of a public swimming pool facility. The research and data produced will assist the Town to determine whether to pursue the construction and operation of a town-owned swimming pool. The Board of Selectmen has scheduled a public hearing for February 2019 to discuss the study and solicit further resident input prior to making any decision as to whether to move forward.

The Master Plan Committee continues to meet to tackle the multiple sections of this important strategic plan. Since its inception, the Committee has updated various chapters, met with department heads and conducted site visits of town facilities. Town administration worked throughout the year on a comprehensive departmental facility analysis which will be incorporated into the Master Plan. This includes an analysis of existing conditions and needs in all municipal and school facilities.

The Zoning Bylaw Review Committee, appointed to undertake a complete review of the Town's Zoning By laws, met throughout the year. The Committee is working on several bylaw amendments and new bylaws which will be brought to Town Meeting for consideration and approval over the next couple of years. Special Fall Town Meeting approved a new solar bylaw to regulate Medium and Large Scale Ground Mounted Solar Energy Systems. The Attorney

Generals' Office approved the bylaw on January 29, 2019. By a vote of 63.5% to 36.5% on the May 16, 2017 election ballot, Auburn voters voted YES to "prohibit operations of all types of marijuana establishments as defined in G.L. c94G, § 1 including marijuana cultivators, marijuana testing facilities, marijuana product manufactures, marijuana retailers or any other type of licensed marijuana-related businesses within the Town of Auburn". Simultaneously, the Annual Town Meeting in May of 2017 approved a temporary moratorium on recreational marijuana facilities to provide time to amend the bylaws to prohibit these types of establishments in accordance with the ballot question vote. Town Meeting approved the zoning bylaw amendment which prohibits recreational marijuana establishments in accordance with the will of the voter at the May 2017 ballot. The Attorney general approved the amendment.

Town Administration has been working diligently to make Drury Square a vibrant and identifiable Town Center. Auburn received a Massachusetts Downtown Initiative (MDI) grant to develop the Drury Square Vision Plan, completed in January 2017, that affirmed the focus of promoting mixed use development, amending zoning regulations, enhancing the walking experience, consolidating parking, and creating general design guidelines for Drury Square. The Economic Development Strategic Plan which was completed in April 2017, funded through a Community Compact grant with the Department of Housing and Community Development (DHCD), identified Drury Square as an area of economic potential. As recommended in both the completed Drury Square Vision Plan and Economic Development Strategic Plan, Town Administration, CMRPC and the Zoning Bylaw Review Committee drafted a Village Center Zoning Bylaw for Drury Square. This bylaw is a part of a long range planning effort to create a more walkable district with mixed use development including retail, office, service and residential use. Following the drafting of the proposed bylaw, two public meetings were held in the fall of 2018 to solicit input from property owners and residents while another public meeting is scheduled for early February 2019. The Drury Square Village Center Zoning Bylaw will follow the process under M.G.L. c. 40A, Section 5, which requires a public hearing by the Planning Board, a vote of Town Meeting and approval by the Attorney General's Office. It is the intent of town administration to bring this bylaw to the Annual Town Meeting in May 2019.

We remain committed to and focused on our green energy initiatives. The third year of the Town's Community Choice Power Supply Program (municipal aggregation) successfully concluded in December. Constellation NewEnergy, Inc. ("Constellation") was once again chosen as the supplier and through a contract with the Town provided Auburn residents with a fixed electricity supply rate that is below the basic NGrid rate, enabling participating resident customers to save money on monthly electric bills. The Town entered into a six-month contract from December 2017 through May 2018 with a fixed supply rate of 0.11454 per kWh. The Town negotiated two 6-month rates in May 2018 for a price of 0.107107 cents per kWh from May 2018 to November 2018 and 0.12165 per kWh from December 2018 to May 2019.

The Town of Auburn received State designation as a Green Community in 2012 and, as a result, has been awarded approximately \$953,000 in State grants to fund energy efficiency projects. In June 2017, the Town applied a third round of competitive grant funding to support additional energy efficient projects at the High School, Bryn Mawr Elementary School, the Police Station and the Library. The Town was awarded \$213,804 in competitive grant funds to fund all projects except for the proposed work at the Police Station. All projects were completed by May 31, 2018 and present a projected annual cost savings of \$33,486. In March 2018, the Town applied for a

fourth round of competitive grant funding for the LED conversion of its entire streetlight inventory. The Town received \$229,599 for an audit, design, procurement, and installation of new LED streetlights for an overall project cost of approximately \$497,000. In addition to the Green Community Grant, there is 30% cost reduction grant for the procurement and installation portions of the project, and a \$60,000 utility incentive. Overall, the Town has appropriated enough funds to cover the entire project, but is only expected to pay for approximately 25% of costs. The project's cost savings analysis shows that the lights will produce a 4.2 year payback period and will save approximately \$50,000 in energy savings and maintenance costs annually. The projects that were funded were selected by the State based on their estimated energy savings, energy efficiency quotients, and estimated payback period. The Town administration is very excited to receive these major grant awards as it enables us to continue our energy saving initiatives, reduce our energy consumption, and decrease our energy costs.

The Town now has one fully executed net metering credit agreement (NMCA). An agreement with Terraform (formerly SunEdison and formerly RGS) consists of a 20-year agreement with two 5-year options. This NMCA is expected to produce a projected average annual savings of \$209,028 or a total of \$6,270,833 over a 30-year term if the two five-year options are exercised. To date, the Town has benefited from an estimated savings of approximately \$496,238.89 for a period of 35 months. The solar array underperformed in 2017 due to some periodic outages, weather-normalized adjustments, and a low credit value throughout the summer months. Thankfully, FY2018 rebounded nicely and FY19 is off to a solid start with an improved solar credit value in November 2018.

In 2017, Auburn partnered with National Grid and HomeWorks Energy Inc., a Medford-based home performance contractor participating in the Mass Save program. In May 2018, Auburn received the 2017 Shining Community Award from National Grid for the Town's participation in the 2017 National Grid Community Incentive project, which promoted MassSave opportunities to Auburn residents throughout the year. The Town also received approximately \$20,000 to put towards future energy efficiency projects as part of the award.

In 2017, the Town issued a Request for Proposals (RFP) for the disposition of two former elementary school properties, Mary D. Stone and Julia Bancroft. Supported by the Elementary School Re-Use/Disposition Advisory Group and the Board of Selectmen, Pennrose Properties was selected as the preferred developer for both school properties. Pennrose plans to redevelop each school property into housing for seniors aged 55 and older, provide community spaces, and contribute towards improving the abutting playgrounds at each site to be retained by the Town. Mary D. Stone will be redeveloped into approximately 56 rental units for seniors, 47 of which will be affordable; Julia Bancroft will have approximately 61 rental units for seniors, 47 of which will be affordable. The estimated project cost for each property is nearly \$20 million. The developer has applied for various State tax credits to offset the development costs. The developer received approval from the Zoning Board of Appeals for a Comprehensive Permit for each project in the fall of 2017. The Planning Board, Board of Selectmen, Town Manager, Auburn Historic Commission, Council on Aging, state and federal legislators have submitted letters of support for the projects to the State. It is anticipated that it will take a couple of years to secure all of the funding needed to facilitate these proposals as these development projects take an average of 3 to 6 years to complete. In the interim, the developer continues to work with the Town and the community to shape the design plans for each project.

Town administration has worked diligently over the past year to review the original Five-Year Facility Improvement Plan and update it to reflect the next five year's needs (FY19 to FY23). Throughout the year, Town administration continued to implement this comprehensive Plan that provides a multi-year plan for improvements, major maintenance and repairs to all Town of Auburn municipal facilities. This multi-year plan was originally developed in 2015 to outline a strategy to invest in facility improvements and repairs that will retain municipal buildings in proper condition in order to maximize their useful life expectancy. We have used it as a blueprint for developing work schedules for the DPW Facility Maintenance Unit, as well as for developing our CIP plan, our annual maintenance budgets, and our Annual and Special Town Meeting warrant articles to identify and secure funding to implement this Plan. The Five-Year Facility Improvement Plan is used to guide Town administration in the pursuit of various grants and non-local funding resources which can support the projects outlined in the Plan. It is critical to maintain our town assets and facilities. This multi-year plan to invest in facility improvements and repairs will retain municipal buildings in good condition in order to maximize their useful life expectancy.

The Facilities Management Unit of the DPW completed a number of facility improvements in municipal buildings during the year including renovations at Town Hall, the Police Station, Fire Headquarters, the Animal Compound, the DPW, and the Senior Center. The projects that the Facility Management Unit has completed have resulted in savings of approximately \$850,000 since the inception of the Unit in 2012. The Facility Improvement Plan is updated regularly in order to evaluate facility conditions, address repairs and improvements, and develop a funding mechanism for addressing these critical projects.

The Fleet Maintenance Unit within DPW continued to repair our vehicle fleet including police, fire and DPW equipment. The estimated savings realized by bringing these vehicle repairs and maintenance in-house exceeds \$70,000 annually.

The Department of Public Works continued implementation of its multi-year, multi-million dollar Roadway Improvement Program. Funded through a blend of State Chapter 90 funds and local funding, the 20-year roadway resurfacing and reconstruction program is a statewide model. In Fiscal Year 2018, the Town undertook a \$1.5 million reconstruction project, consisting of 4.3 miles of roadways. In total, over \$16 million has been invested in reconstructing or resurfacing over 40 miles of Town Roads in the past 9 years. The Town remains committed to this program and will continue to advocate for and secure funds to continue its aggressive infrastructure improvements.

Additionally, the Town is currently funding \$225,000 to design the rehabilitation of Auburn Street from Walsh Ave to Millbury Street. This project was approved by the MassDOT and is currently programmed for \$3.4 million dollars in Federal Fiscal Year 2021. The improvements will enhance access to the Auburn Mall and other surrounding businesses and improve access to our highway system.

In addition to the Roadway Improvement Program, the Town of Auburn has made significant investment in its sewer and dam infrastructure. The Town has invested approximately \$1.0 million to rehabilitate and reconstruct several Town-owned dams, and \$1.2 million to improve the Town's sewer infrastructure. In Fiscal Year 19 the Town applied for and received a grant for \$188,800 to rehabilitate Leesville Pond Dam. DPW also continues to maintain and improve the Town's parks

and cemeteries, while maintaining and repairing critical infrastructure including stormwater and sewers.

In Fiscal Year 2018 MassDOT resurfaced the roadway and reconstructed sidewalks along Route 12 (Southbridge Street) from the Worcester City Line to Harrison Avenue. This project comprised of 1.6 miles of roadway and cost approximately \$2 million. In addition, MassDOT is in the process of designing bridge improvements on the I-90 Interchange 10 Ramp over Route 12. This project is tentatively scheduled for construction for the spring of 2020, and cost approximately \$9.4 million.

Since January 2016, when the Town assumed all operations, management and maintenance of the Pakachoag Golf Course, the golf course has continued to generate revenues annually. The functions of the golf course were placed under the Department of Public Works; a golf superintendent and assistant superintendent were hired to oversee the daily operations and course maintenance and report directly to the DPW Director. The DPW is responsible for all facility improvements. The Town's Director of Recreation and Culture has an office at the golf course and oversees all part-time seasonal employees. She also works on developing and scheduling tournaments, leagues and programs. An Enterprise Account was established to fund the operations of the facility. Town administration continues to actively market and promote the golf course through its web site, social media, and promotional offerings. Merchandise sold in the pro shop with the golf course logo includes shirts, hats and other items as well as gift cards.

Throughout the year, town administration continued to work with the Economic Development Committee, the Business Roundtable, and regulatory boards and commissions to facilitate development in Auburn. These efforts have led to the redevelopment of vacant and underutilized properties and new business activity. The Development Coordinating Group (DCG), which consists of department heads from DDIS, Police, Fire, and DPW, as well as from the Auburn Water District, met monthly during the year to review various plans, projects and license renewals submitted by entrepreneurs, developers and businesses. In 2018, the DCG held 17 meetings and reviewed 51 projects, 22 of which were license applications. The remaining 29 projects consisted of concept plans or Board & Commission applications that required technical review prior to opening each respective public hearing. These projects include new licenses, expanded operations and facility expansions. In addition to reviewing license applications, the DCG has made a significant effort to provide more opportunities to business owners, entrepreneurs, and commercial real estate brokers to present concept plans to the DCG for a preliminary review. The DCG reviews projects in advance of regulatory board approval (Planning, Zoning, and Conservation) to streamline the process and to help applicants potentially shorten public hearing durations.

As recommended by the Economic Development Strategic Plan, Town Administration hired an Economic Development Coordinator in early 2018 to focus on Economic Development and Housing initiatives in town. Due to the large commercial base in Auburn, the strategic plan highlighted a need for a full-time position to implement economic development strategies, make recommendations for Economic Development and Housing initiatives, and serve as a centralized contact for any new prospective businesses looking to come to town and for any existing businesses with questions or concerns. Prior to this formal position the Town Manager, Town Planner and the Economic Development Committee handled any economic development related topics and initiatives. This new position is overseen by the Department of Development and

Inspectional Services. Recently, the Economic Development Coordinator and the Economic Development Committee completed economic development marketing materials and a promotional video. The marketing folders were distributed to local brokers, real estate agencies and developers. Currently, the Economic Development Committee is working on development guides and the redevelopment of the Town's economic development webpage. The Economic Development Coordinator focuses on implementing the Economic Development Strategic Plan, coordination of development initiatives, business recruitment, commercial and industrial development and revitalization efforts. The Economic Development Coordinator also manages housing and economic development projects, initiatives and programs; and related grant administration.

Additionally, Town Administration also drafted a Façade Improvement Plan for the Drury Square area with a local financial institution and received a Planning Assistance Grant through the office of Energy and Environmental Affairs to assist the Town with the design and implementation of this program. Another Drury Square planning initiative that is currently underway is a Wayfinding and Branding Project. Recently, Town Administration applied to the Massachusetts Department of Housing and Community Development's for Technical Assistance through their Massachusetts Downtown Initiative program for the development of a Wayfinding and Branding Project for Drury Square. If awarded, the town would have the opportunity to work with professional consultants who help the town establish realistic cost estimates, identify best practices and create a strategic plan for the location of wayfinding signage and allow for the development of professionally designed signage. All of these efforts aim to strengthen the downtown area and encourage economic development in priority areas in Town.

Town Administration continues to work with the local Chamber of Commerce, regional agencies and local brokers to identify economic development opportunities and partnerships. In 2011, the Town Manager established the Business Roundtable. Its purpose is to foster communication and dialogue between the Town and the business community in order to promote business expansion, attract new businesses, retain existing industry, and create an environment in which businesses can thrive. Participants on the Business Roundtable, which consists of business and commercial/industrial property owners, presidents and general managers, provide valuable input to the Town on the strengths and challenges of doing business in Auburn, identify issues that impact business, and identify programs and/or services that would assist or enhance their operations. The Town has utilized the input of the Business Roundtable to formulate strategies to meet the needs of the business community and to stimulate economic development.

The Town continues to provide a variety of recreational, cultural, and entertainment programs and community events for residents of all ages throughout the year. The Summer in the Park Concert Series, now in its 7<sup>th</sup> year, provided weekly free concerts from June to September at the beautiful Riley-Pappas Performance Pavilion. Families, friends and neighbors gather to see wonderful performances held in this stunning outdoor venue under the stars. The annual Independence Day celebration once again drew thousands from across the region to the signature event held at the Dr. Arthur and Dr. Martha Pappas Recreation Complex to listen to music, enjoy food from a variety of vendors, and participate in games and activities for all ages, followed by spectacular fireworks display. Working collaboratively with the Pakachoag Church and the Auburn Cultural Council, we held a Farmer's Market at the Pappas Complex monthly during the summer. We held our first Flea Market and Craft Fair in the summer. The annual Summer Recreation Program provided



camp activities for Auburn children, while the annual Fall Festival and Homecoming events highlighted the fall. The Annual Holiday Craft Fair boasted 160 vendors and the Annual Tree Lighting event marked the beginning of the December holiday season. We thank the sponsors of these events including Bank Hometown, Auburn Industrial Development Corporation, Polar Corporation, the Auburn Mall, Masterman's, the WRTA, and Stearns Electric.

The Auburn Public Library offers a variety of cultural and educational services for local residents. These include an ever-increasing variety of programs for children, families, and adults. The Library offers services that seek to provide cultural enrichment for the community and offer residents of all ages access to print and electronic media. The Library also offers an extensive museum pass program, currently offering more than 40 different museum passes to residents of Auburn and surrounding towns, an increase from approximately 7 passes in 2006. In FY2018 1,496 patrons benefited from borrowing passes offered by the Library, saving patrons approximately \$17,950 in museum entry fees. The Library also provided free wireless computer access to the general public at a rate of 4,672 sessions per year and provided access to Library computers to a total of 11,472 patrons per year. In 2018 the Library was the first library in the CWMARS system to adopt MESH wireless technology, allowing for significantly increased speed and bandwidth throughout the library, resulting in zero dropped calls or lack of internet connection compared to complaints of dropped or inaccessible connections at an average of seventy issues per week before the upgrade.

The Lorraine Gleick Nordgren Senior Center provides a wide variety of outreach and support services, community partnerships, recreation/social activities, tax assistance, health/fitness classes, educational programs, congregate lunches, and transportation services. Seniors can take part in technology classes, blood pressure clinics, SHINE health insurance counseling, fitness classes (Zumba, chair dance, strength and balance, move and groove, yoga and pedal exercise) quilting, knit and stitch, mediation, and entertainment. There is also opportunity to socialize with peers by playing various card games (bingo, canasta, whist, pitch, bridge, cribbage, dominos and bingo). There is also an array of health, safety, educational and wellness classes offered each month. Technology classes are offered to assist with learning to use I-pads, tablets, phones, and computers. The Senior Centers monthly newsletter, "Flagtime Flyer" has over 1,600 copies distributed to various town departments and businesses in Auburn. The second annual Senior Resource Fair was held in the fall of 2018 at the Senior Center. The purpose of the fair is to inform the seniors of Auburn about the many local, regional and state services available to them. Approximately 79 volunteers provide about 12,754 hours of service per year. We thank all of our volunteers at the Senior Center.

The Veterans Services Division provided assistance and access to local, state and federal services for qualified Auburn veterans and distributed updated information on state and federal programs through the quarterly newsletter. The Cable Television Division provides coverage of numerous government, community and educational meetings and events throughout the year, fostering transparency in local government and enhancing residents' access to information and programming.

The Information Technology Department kept all technology and communication equipment operational and up-to-date in support of town-wide operations, including maintenance of all telecommunication systems to provide interdepartmental communications and outreach to the community. The Town was awarded a \$28,000 IT Grant from the State's Department of

Administration and Finance through the Community Compact Program to increase operational efficiency, create a user-friendly system, and enhance transparency by offering online permitting for building permits as well as online dog licensing. The system was developed and commenced in 2018, offering online permitting and licensing. This enables residents, contractors, and vendors to apply for and track progress of their permits and licenses. The Town of Auburn can collect permit and license fees through the new online payment system. This project also equipped the Town's inspectors with mobile tablets, which allows them to conduct and complete inspections on-site, without requiring them to return to the office to complete the documentation and paperwork process. The on-line permitting system creates better access to the services of local government as it allows residents, contractors, and vendors to apply and complete applications online, at any time of day, through any internet connection. They can also track the progress of these permits and licenses, on demand, simply by checking the site.

The Department of Development and Inspectional Services conducted health, code and building inspections, issued several hundred permits, and addressed various code violations. The Department was also involved in several major planning initiatives including the ongoing Master Plan and the Zoning By Law Review process. The Department provided staff support to the Town's regulatory boards and commissions including the Planning Board, Zoning Board of Appeals, Conservation Commission, and the Board of Health as well as serving as a liaison to and the Open Space and Recreation Committee, the Master Plan Committee, the Zoning ByLaw Review Committee, and the Economic Development Committee. The Department coordinated and participated in the Development Coordinating Group (DCG) which met with numerous applicants during the year to facilitate development projects ranging from start-up companies to business expansions and housing developments. Several planning projects were undertaken by the Planning Division in conjunction with the Central Massachusetts Regional Planning Commission, while numerous green energy projects were implemented to save both energy and costs.

The Animal Control Division, under the Department of Development and Inspectional Services, continued to serve and educate the community through public service announcements on pet and animal safety and tips, outreach on missing or found pets, and the provision of programs such as the Vaccine and Microchip Clinic held in conjunction with the second Chance Animal Shelter. Through the diligent efforts of the Animal Control Officer, dog license revenues significantly increased.

Through a collaborative effort of several Town divisions, including the Engineering Division at DPW, the Animal Control Officer, the Town Manager and the CFO, and in partnership with the Fur Friends of Auburn, town administration prepared and submitted a design grant application to the Stanton Foundation to fund the design of a dog park to be constructed at Lemansky Park. If awarded, once the design is complete, the Stanton Foundation would provide additional grant funds to cover 90% of the construction costs. The Fur Friends have committed to providing the required 10% match. We look forward to working with the Fur Friends and the Stanton Foundation over the coming year on the design phase and preparation of bid documents.

The Division of Public Health provided critical educational and prevention programs to residents of all ages, ranging from public service announcements on health risks to a new public outreach campaign on recycling. The Division also developed a comprehensive donation bin regulation that was adopted by the Board of Health which establishes regulations to control these bins and penalties for violations.

Auburn's public safety officials – both police and fire - continued to provide an exceptional level of service to the community. In 2018, the Auburn Police Communication/Dispatch center received in excess of twenty-one thousand calls for service. Notwithstanding the City of Worcester, the department receives on average one-third more calls to 911 than our surrounding communities. The Police Department invests in ongoing training activities, community safety initiatives, applications for grants for equipment and special initiatives such as traffic enforcement, child passenger safety, and pedestrian safety enforcement. The Department also ran the annual Citizen's Police Academy to allow the citizens of Auburn to learn about and experience the workings of their police department. Participants are taught constitutional law, criminal law, patrol tactics, investigative methods, use of force procedures, K9 operations, and much more.

The Fire Rescue Department also had a busy year, responding to yet another record number of calls. The Department provided educational programs through the Bureau of Community Risk Reduction including CPR training and programs for children on fire safety. Through the use of social media, public service announcements, and media the Department kept the community apprised of safety tips, hazards and fire and rescue events. The Department provided extensive training at all levels to its members to maintain their skills and techniques in firefighting, emergency services and community response. Another successful Citizen's Fire Academy was held where participants learned through interactive sessions about the operations and administration of the Department.

In October 2017, Town Meeting voted to appropriate \$150,000.00 from Free Cash to hire a consultant to study and evaluate the existing public safety buildings including Police and Fire and to make recommendations on the feasibility of renovation, expansion or the construction of separate Fire and Police station buildings or a joint public safety complex.. It is critical to have a long-term plan for these public safety facilities prior to making significant expenditures to these properties that may not resolve the functional and operational issues, recognizing that facility improvements are still needed in the short to intermediate term in order to keep these facilities operational. In the Spring of 2018, the Town issued a Request for Qualifications (RFQ) for a consulting firm to conduct the comprehensive feasibility study. This analysis includes facility evaluation, spatial needs assessment, site and conceptual building plans, floor plans with exterior conceptual designs and professional cost estimates related to the Auburn Fire Headquarters, Fire Station #2, and the Auburn Police Station. The Town Manager developed a Designer Selection Policy and Procedure and appointed a Designer Selection Committee to review the bids received and make a recommendation for the contract award. The Committee recommended TECTON Architects and the Town Manager concurred. A contract with Tecton was executed in the Fall of 2018 and the consultant then embarked on the study, which is expected to take twelve months to complete. We thank the members of the Designer Selection Committee for the great deal of time and effort they put into the selection process.

The Town launched its first Citizens Leadership Academy in the Spring of 2018 to inform and educate residents on the operations of Town government in order to provide a greater understanding of their local government and to stimulate future interest in serving on boards and commissions. We were very pleased to have fifteen graduates of the Academy in May of 2018. As a result of that Academy, some participants applied for and were appointed to various boards, committees or volunteer opportunities. The 2019 Citizens Leadership Academy is scheduled to begin March.

The Town continued to utilize its multi-faceted, overall communication strategy to enhance outreach and communication to the residents and businesses in Auburn. This strategy includes Social Media (Facebook and Twitter), YouTube, *The Auburn Account* Quarterly Newsletter, Auburn Local Radio 1610 AM, CodeRED (Emergency Communication System, Weather Warning, Mobile Alert, and Community Notification System), the Town's web site, Auburn Cable Television, public service announcements, electronic Town updates, School Department email announcements, electronic billboards, and local media outlets. The communication strategy enables Town administration to effectively communicate to residents and businesses on all issues such as emergencies, community events, programs, initiatives, and plans.

The Town Manager was re-elected to the Massachusetts Municipal Managers Association (MMMA) Executive Committee, serving in 2018 as the Second Vice President. The MMMA Executive Committee consists of 13 members, including five District Representatives covering five regions of the State. As such, she also serves on the Board of Directors of the Massachusetts Municipal Association (MMA). The MMA brings municipal officials together to establish and advocate for unified policies, to advocate for legislation that impacts cities and towns, to advocate for funding for municipalities, and to ensure the effective delivery of services to the residents of each community. She also serves as a member of the Local Government Advisory Commission (LGAC), to which she was appointed and sworn in by the Governor, along with other members of the Commission, at the Statehouse in February. The Commission meets with the Governor and the Lieutenant Governor at the Statehouse several times per year to discuss issues facing cities and towns, to review and analyze proposed legislation and regulatory changes from the point of view of municipal government and present such point of view to the Governor, and Lieutenant Governor, and to strengthen local-state partnerships. Through participation on the MMA's Municipal and Regional Policy Committee, the Town Manager remained active in legislative affairs, including providing testimony on behalf of various bills to the Legislature.

The Town Manager serves on the Lieutenant Governor's Community Compact Cabinet. She also serves on the Board of Directors of Discover Central Massachusetts, a regional organization established to market Central Massachusetts as a competitive destination for travel and tourism as well as conventions, meetings, and events. Given the number of hotels, restaurants, and retail establishments in Auburn, it is critically important to bolster the region's travel and tourism as such activity will increase sales in Auburn and generate direct and indirect benefits to the Town. The Town Manager continued to serve on the Central Massachusetts Region Homeland Security Council as the municipal representative through which the Town has secured several grants for regional use in protecting public safety. She continues to serve on the statewide Cannabis Advisory Board, providing an opportunity to make recommendations and shape regulations that impact municipalities for this new industry. She also participates in the CMRPC's Municipalities Organized for Regional Effectiveness (M.O.R.E.).

The Board of Selectmen voted in February to participate in a suit against the world's largest pharmaceutical manufacturers and distributors to hold them accountable for flooding our communities with opioids, resulting in massive economic damages to Massachusetts cities and towns. The Massachusetts Opioid Litigation Attorneys (MOLA) is a consortium of three local and six national law firms filing the suit on behalf of the taxpayers of Massachusetts municipalities aimed at recovering monetary damages from the pharmaceutical manufacturers and distributors for their role in the opioid epidemic. This suit would not burden individual municipalities with the

cost of the litigation. The attorneys working on the towns' cases will only get paid from the verdict of any settlement and will only be reimbursed if successful. No upfront costs will be required from individual municipalities. Town administration worked with the MOLA attorneys to complete documentation and impact analyses throughout the year

The damages sought on behalf of individual cities and towns by MOLA are for past costs including law enforcement, needle exchanges, Narcan, EMS, treatment services, etc., as well as future mitigation/abatement damages for the foreseeable expenditures of taxpayer dollars toward treatment, education, and prevention. MOLA's goal is to recover monetary damages for those impacts. The consortium of lawyers includes multiple national law firms as well as three Massachusetts firms with extensive knowledge of municipal law

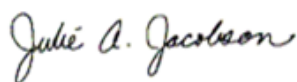
Town administration has been able to accomplish its goals and achieve many milestones due to the support of the Board of Selectmen, Finance Committee and Town Meeting. Their support enables us to develop the mechanisms and operating structure to achieve our collective goals and priorities. I am also grateful for the collaborative relationship that Town administration has with the School Superintendent and her leadership team and the School Committee. Through mutual respect and a spirit of cooperation, we have been able to develop budgets, programs and initiatives that benefit all segments of Auburn's population, from youth to adults. I want to thank all of the residents who volunteer their time to serve on local regulatory and advisory committees, boards and commissions. These volunteers provide a significant amount of time and effort that benefits the community and provides valuable assistance to Town administration.

Our legislative delegation continued their strong efforts to advocate for the Town of Auburn and support our requests for legislation, funding and technical assistance at both the State and Federal levels. Also, thanks to our elected Town Clerk and Moderator who work with Town administration throughout the year on bylaw revisions, warrant articles and the Town Meeting process.

Town administration is able to achieve these accomplishments, highlighted in this Annual Report, due to the dedication and commitment of the management team and the employees. Working collaboratively across all departments and divisions, we have been able to accomplish many goals and priorities that enhance the quality of living in Auburn. I am proud of the professionalism and outstanding services our employees provide to the Auburn community and thank each of them for their efforts throughout the year.

I am very fortunate to be able to serve the Auburn community as Town Manager and to work with a dedicated team of professionals, volunteers and elected officials. Continuing to build upon and foster relationships in Town with stakeholders, town and school administration, elected officials, and board and commission members, we can remain focused on our priorities and achieving our goals. Thank you for the opportunity to continue to serve the Town in this capacity.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Julie A. Jacobson".

Julie A. Jacobson  
Town Manager

# **Town Accountant**

## **Annual Financial Report**

**Edward J. Kazanovicz, Chief Financial Officer**  
**Katherine Hanson, Assistant Town Accountant**  
**Patricia Messina, Principle Clerk 6**

# **TOWN OF AUBURN, MASSACHUSETTS**

**For fiscal year ended June 30, 2018**

ORG	OBJ	ACCOUNT DESCRIPTION	ORIGINAL APPROP	TRANFRS/ ADJSMTS	REVISED BUDGET	YTD EXPENDED	BALANCE
011141	511201	MODERATOR SALARY	296	0	296	296.00	0
		<b>TOTAL MODERATOR</b>	296	0	296	296.00	0
011221	511202	SELECTMEN SALARIES	7,837	0	7,837	7,836.96	0
011222	5732	MEMBERSHIP/DUES	2,900	0	2,900	2,900.00	0
011222	5780	CONF/MEETINGS	250	-198	52	0.00	52
		<b>TOTAL SELECTMEN</b>	10,987	-198	10,789	10,737	52
011291	511101	SALARY	160,856	4,553	165,409	165,350.95	58
011291	511102	CLERICAL	142,887	-8,255	134,632	134,632.47	0
011291	5140	BUY BACK	0	4,570	4,570	4,569.95	0
011292	530100	AVERTISING	2,700	4,206	6,906	6,905.69	0
011292	5304	TOWN AUDIT	24,000	1,000	25,000	25,000.00	0
011292	5305	PROFESSIONAL SERVICES	20,000	-122	19,878	9,981.63	9,896
011292	5314	PARKING SERVICE	400	0	400	260.00	140
011292	5342	PRINTING	750	-6	744	608.04	136
011292	5708	MISC. FUNERAL EXPENSES	7,800	-7,800	0	0.00	0
011292	5710	TRAVEL/MEETINGS	0	7,800	7,800	7,800.00	0
011292	5732	DUES/PUBLICATIONS	50	0	50	0.00	50
		<b>TOTALTOWN MANAGER</b>	359,443	5,946	365,389	355,109	10,280
011312	5342	PRINTING	600	0	600	600.00	0
011312	5421	SUPPLIES	215	0	215	215.00	0
		<b>TOTAL FINANCE COMMITTEE</b>	815	0	815	815.00	0
011322	5781	RESERVE FUND	175,000	-165,090	9,910	0.00	9,910
011322	5782	SALARY/WAGE RESERVE	40,000	-27,871	12,129	0.00	12,129
		<b>TOTAL RESERVE FUND</b>	215,000	-192,961	22,039	0.00	22,039
011351	511101	SALARY	123,400	2,529	125,929	125,928.27	1
011351	511102	CLERICAL	71,052	1,742	72,794	72,793.02	1
011351	5140	BUY BACK	0	5,002	5,002	5,001.44	1
011352	5421	OFFICE SUPPLIES	80	0	80	80.00	0
011352	5780	TRAVEL/MEETINGS/EDUCATION	3,000	0	3,000	3,000.00	0
		<b>TOTAL FINANCE-ACCOUNTANT</b>	197,532	9,273	206,805	206,803	2
011411	511101	SALARIES	70,299	1	70,300	70,299.29	0
011411	511102	CLERICAL	37,391	0	37,391	37,374.10	17
011411	511120	ASST.ASSASSOR/DATA COLLECTOR	50,000	2,899	52,899	52,898.15	1
011412	5305	MAP UPDATING	3,700	0	3,700	3,350.00	350
011412	5308	APPELLATE CASES	2,100	0	2,100	0.00	2,100
011412	5311	UPDATE REVALUATION	10,000	0	10,000	6,299.61	3,700
011412	542101	ABSTRACTS	120	0	120	0.00	120
011412	542102	MISC SUPPLIES	120	189	309	309.00	0
011412	5710	TRAVEL	1,600	-189	1,411	1,400.85	10
011412	5732	MEMBERSHIP/DUES	464	0	464	449.00	15
011412	5780	TRAINING COURSES	2,100	-1	2,100	1,296.80	803

		<b>TOTAL FINANCE-ASSESSOR</b>	177,894	2,899	180,793	173,677	7,116
011451	511101	SALARY	66,245	38	66,283	66,283.33	0
011451	511102	CLERICAL	144,977	-2,179	142,798	142,798.02	0
011451	511122	CERTIFICATION STIPEND	1,000	1,000	2,000	1,846.08	154
011452	5304	BILL PRINTING	12,000	0	12,000	11,996.35	4
011452	5306	TAX TITLE	5,000	0	5,000	2,934.85	2,065
011452	5310	CERTIFICATION OF NOTES	3,740	-699	3,041	1,922.47	1,118
011452	5421	OFFICE SUPPLIES	0	3,200	3,200	2,979.40	221
011452	5710	TRAVEL	1,675	0	1,675	1,302.11	373
011452	5732	PUBLICATIONS/DUES	260	0	260	240.00	20
011452	5916	INTEREST ON ABATEMENTS	2,000	-2,000	0	0.00	0
		<b>TOTAL FINANCE-TREASURER/COLL</b>	236,897	-640	236,257	232,303	3,954
011512	5306	GENERAL COUNSEL	75,000	-443	74,557	74,557.49	0
011512	5308	NEGOTIATOR	35,000	49,053	84,053	84,052.64	0
011512	5309	SPECIAL LIT.	10,000	-5,926	4,074	4,074.41	0
		<b>TOTAL LEGAL DEPARTMENT</b>	120,000	42,685	162,685	162,684.54	0
011521	511101	SALARY	52,020	0	52,020	49,444.82	2,575
011521	511102	CLERICAL	9,991	0	9,991	9,500.76	490
011522	5307	MEDICAL EXAMS	9,000	0	9,000	8,358.96	641
011522	5310	TRAINING	50	0	50	0.00	50
011522	5780	TRAVEL	50	0	50	0.00	50
		<b>TOTAL HUMAN RESOURCE</b>	71,111	0	71,111	67,305	3,806
011551	511101	SYSTEMS MANAGER	57,305	0	57,305	57,305.04	0
011551	511120	ASSISTANT TO THE MIS DIRECTOR	5,000	0	5,000	4,999.81	0
011551	511131	SOCIAL MEDIA STIPEND	0	1,960	1,960	1,960.46	0
011552	5305	HARDWARE/SOFTWARE MAINTENANCE	97,935	337	98,272	98,272.39	0
011552	5710	TRAVEL/DUES	100	-100	0	0.00	0
		<b>TOTAL MIS</b>	160,340	2,198	162,538	162,538	0
011611	511101	SALARY	67,570	0	67,570	67,569.83	0
011611	511102	CLERICAL	93,667	0	93,667	93,666.60	0
011612	542101	LISTINGS/BINDINGS	700	0	700	700.00	0
011612	542102	MISC SUPPLIES	750	-15	735	734.72	0
011612	5732	DUES	320	0	320	320.00	0
011612	5780	TRAVEL/MEETINGS/EDUCATION	1,970	-24	1,946	1,938.25	7
		<b>TOTAL CLERK</b>	164,977	-40	164,937	164,929	8
011621	511205	REGISTRAR SALARY	2,676	1	2,677	2,676.98	0
011621	511206	PRECINCT OFFICERS	4,500	47	4,547	4,547.41	0
011622	542101	LISTINGS/BINDINGS	100	0	100	100.00	0
011622	542102	SUPPLIES	7,550	30	7,580	7,580.18	0
		<b>TOTAL ELECTIONS</b>	14,826	79	14,905	14,905	0
011711	511210	ADMIN SUPPORT	12,783	0	12,783	12,720.45	63
011712	5732	MEMBERSHIPS/PUBLICATIONS	409	0	409	409.00	0



011712	5780	EDUCATION	900	0	900	185.00	715
		<b>TOTAL CONSERVATION COMMISSION</b>	14,092	0	14,092	13,314	778
011751	511101	SALARY	53,063	0	53,063	53,063.41	0
011751	511102	CLERICAL-SHARED	12,782	1	12,783	12,732.85	50
011751	511130	ECONOMIC DEVELOPMENT	0	24,500	24,500	20,192.34	4,307
011752	5306	LEGAL NOTICES	200	0	200	-1,512.00	1,712
011752	5421	MISC SUPPLIES	200	500	700	410.55	289
011752	5710	TRAVEL	500	0	500	332.11	168
011752	573201	MEMBERSHIP/DUE	355	0	355	332.00	23
011752	573202	CMRPC ASSESSMENT	4,394	0	4,394	4,393.44	1
011752	5780	CONFERENCE/MEET	600	0	600	0.00	600
011752	5785	EDUCATION	700	0	700	0.00	700
		<b>TOTAL DEV-INSP.SERVICE-PLANN</b>	72,794	25,000	97,794	89,945	7,849
011761	511102	ADMINISTRATIVE ASSISTANT	12,783	0	12,783	12,720.39	63
011762	5780	CONFER/TRAIN/TRAVEL/MEETING	500	0	500	0.00	500
		<b>TOTAL ZONING/APPEALS BOARD</b>	13,283	0	13,283	12,720	563
011922	5242	EQUIPMENT MAINT.	17,000	11,500	28,500	26,887.65	1,612
011922	5273	EQUIPMENT RENTAL	6,000	674	6,674	6,673.57	0
011922	5421	MISC. SUPPLIES	2,500	129	2,629	2,629.14	0
011922	5430	BUILDING MAINT.	13,500	2,500	16,000	15,065.43	935
		<b>TOTAL TOWN HALL</b>	39,000	14,803	53,803	51,255.79	2,547
011991	511203	CLERICAL/PART TIME	10,045	640	10,685	10,684.62	0
011991	5130	OVERTIME	1,000	0	1,000	379.69	620
011992	5211	ELECTRICITY	99,000	33,287	132,287	132,287.24	0
011992	5212	STREET LIGHTS	117,000	-2,000	115,000	115,000.16	0
011992	5214	WATER/SEWER/HEATING	70,000	-14,090	55,910	55,198.26	712
011992	5271	HYDRANT RENTAL	910	0	910	902.70	7
011992	5301	ADVERTISING	2,000	0	2,000	1,367.30	633
011992	5340	TELEPHONE	47,000	5,000	52,000	50,535.78	1,464
011992	5343	POSTAGE	55,000	-9,000	46,000	44,568.16	1,432
011992	5386	TOWN REPORT	1,200	0	1,200	1,200.00	0
011992	5421	OFFICE SUPPLIES	17,000	1,699	18,699	17,796.82	902
011992	5480	GAS/OIL/DIESEL	180,000	-3,000	177,000	165,112.29	11,888
011992	5740	INSURANCE & BONDS	760,000	13,301	773,301	773,301.00	0
		<b>TOTAL GENERAL SERVICES</b>	1,360,155	25,837	1,385,992	1,368,334	17,658
012101	511102	CLERICAL	97,365	-1	97,364	97,117.52	247
012101	511104	CHIEF SALARY	121,126	1	121,127	121,126.70	0
012101	511105	CHIEF HOLIDAY	6,406	0	6,406	6,405.74	0
012101	511106	DISPATCHERS	493,288	-23,000	470,288	469,748.66	539
012101	511137	COMMUNICATN OVERSIGHT STIPEND	750	0	750	749.84	0
012101	519005	CHIEF'S QUINN BILL	30,282	0	30,282	30,281.67	0
012102	5273	OFFICE EQUIP-LEASE/RENTAL	12,686	0	12,686	11,608.09	1,078

012102	5305	TECHNOLOGY SUPPORT	20,160	0	20,160	20,158.52	1
012102	5342	PRINTING	1,500	0	1,500	397.85	1,102
012102	5421	MISC. SUPPLIES	2,600	0	2,600	2,458.07	142
012102	5430	BLDG GROUND REPAIR	15,000	17,546	32,546	29,431.20	3,115
012102	5450	BLDG MNT SUPPLY	3,000	0	3,000	3,000.00	0
012102	5732	DUES	2,185	0	2,185	2,185.00	0
012111	511107	SERGEANTS	551,729	0	551,729	551,728.72	0
012111	511108	PATROLMEN	1,905,440	-76,825	1,828,615	1,822,518.41	6,097
012111	511109	LIEUTENANT	181,282	0	181,282	181,282.34	0
012111	511110	COURT TIME	45,000	15,000	60,000	54,203.68	5,796
012111	511135	COMMAND STIPEND	11,500	0	11,500	11,500.00	0
012111	511136	FIREARMS STIPEND	15,950	0	15,950	13,750.00	2,200
012111	5130	OVERTIME	200,000	82,000	282,000	276,102.71	5,897
012111	5145	LONGEVITY	16,200	0	16,200	16,200.00	0
012111	519005	LEIUTENANT QUINN	43,373	0	43,373	43,373.20	0
012111	519007	SGT'S QUINN BILL	113,148	-1	113,147	113,146.80	1
012111	519008	PATROLMEN'S QUINN BILL	228,876	-15,521	213,355	208,628.98	4,726
012111	519009	PHYSICAL FITNESS BONUS	39,000	-7,000	32,000	31,000.00	1,000
012112	5242	EQUIPMENT REPAIR	49,300	0	49,300	49,092.75	207
012112	5315	TRAINING	4,167	6,000	10,167	10,167.00	0
012112	5380	MISC. SERVICE	2,250	0	2,250	2,166.04	84
012112	5490	FOOD	4,536	1,800	6,336	5,251.33	1,085
012112	5580	CLOTHING/UNIFORM	53,950	0	53,950	53,491.81	458
012112	5581	DEPT.SUPP./EQUIPMENT	27,588	0	27,588	27,250.47	338
012112	5585	DAMAGE-PERSONAL PROPERTY	1,000	0	1,000	425.98	574
012112	5710	TRAVEL	600	0	600	463.62	136
012112	5733	PUBLICATIONS	4,746	0	4,746	3,823.00	923
012112	5735	HEALTH & WELLNESS	5,500	0	5,500	3,484.56	2,015
012112	5780	MEETINGS/EDUCATION	8,150	0	8,150	8,150.00	0
012112	5785	PROFESSIONAL DEVELOPMENT	500	0	500	399.00	101
012112	5850	EQUIPMENT	17,970	3,887	21,857	21,675.61	181
		<b>TOTAL POLICE DEPARTMENT</b>	<b>4,338,103</b>	<b>3,887</b>	<b>4,341,990</b>	<b>4,303,945</b>	<b>38,045</b>
012201	511102	CLERICAL	51,636	0	51,636	51,438.43	198
012201	511111	CHIEF SALARY	115,455	0	115,455	115,453.88	1
012202	5301	ADVERTISE	100	-100	0	0.00	0
012202	5421	MISC SUPPLIES	500	-4	496	496.48	0
012202	543001	BLDG. MAINT.	20,000	4,392	24,392	23,845.12	547
012202	543002	PROPERTY DAMAGE	150	0	150	150.00	0
012202	5582	PROTECTIVE GEAR	22,000	0	22,000	22,000.00	0
012202	5710	TRAVEL	3,000	-2,553	447	18.15	429
012202	5732	DUES/MEETINGS	7,165	-1,252	5,913	5,913.28	0
012202	5736	LICENSE & CERTIFICATION	33,262	0	33,262	33,262.00	0

012202	5780	GENERAL INSTRUCTION	800	-550	251	250.50	0
012202	5785	PROFESSIONAL DEVELOPMENT	4,000	0	4,000	4,000.00	0
012211	511113	FIREFIGHTERS	2,150,707	-18,276	2,132,431	2,131,841.20	590
012211	511134	TRAINING	36,000	-11	35,989	35,988.76	0
012211	511209	FIRE SUPPRESSION	80,000	-20,497	59,503	59,502.68	0
012211	511211	DEPUTY CHIEF	91,272	0	91,272	91,262.08	10
012211	5130	OVERTIME	188,865	50,129	238,994	238,991.67	3
012211	5160	HOLIDAY	40,000	-11,574	28,426	28,426.22	0
012212	5241	M.V. + EQUIPMENT REPAIR	20,000	465	20,465	20,458.68	6
012212	5300	MEDICAL DIRECTOR SERVICES	4,000	0	4,000	4,000.00	0
012212	5490	FOOD/MISC.	100	0	100	100.00	0
012212	5580	CLOTHING/UNIFORM	30,500	-2,452	28,048	27,526.32	521
012212	585701	NEW EQUIPMENT	20,000	1,997	21,997	21,986.72	10
012212	585702	MEDICAL EQUIPMENT	32,000	10,000	42,000	41,628.72	371
		<b>TOTAL FIRE DEPARTMENT</b>	2,951,512	9,714	2,961,226	2,958,541	2,685
012411	511101	SALARY	67,570	67	67,637	67,637.00	0
012411	511102	CLERICAL/SHARED	36,775	0	36,775	36,774.40	1
012411	511210	SALARY/ASSISTANT	45,948	-10,067	35,881	30,652.78	5,228
012412	5421	OFFICE EXPENSE	400	10,000	10,400	10,241.32	159
012412	5710	TRAVEL	2,150	-250	1,900	1,187.58	712
012412	5732	DUES	250	0	250	0.00	250
012412	5780	EDUCATION	2,550	0	2,550	1,050.00	1,500
012412	5854	OFFICE EQUIPMENT	450	0	450	60.10	390
		<b>TOTAL DEV-INSP.SERVICE-CODE</b>	156,093	-250	155,843	147,603	8,240
012911	511101	DIRECTOR	4,000	0	4,000	4,000.00	0
012911	511131	EMERGENCY MGT. STIPEND	0	2,000	2,000	1,960.46	40
012911	511212	DEPUTY DIRECTORS	750	0	750	375.00	375
012911	5130	OVERTIME	2,000	0	2,000	1,508.45	492
012912	5315	TRAINING	0	250	250	250.00	0
012912	5421	MISC SHELTER SUPPLIES	750	0	750	252.42	498
012912	5430	GENERATOR MAINTENANCE	3,000	0	3,000	2,066.12	934
012912	5710	TRAVEL/MEETINGS	250	-250	0	0.00	0
012912	5850	EQUIPMENT	750	0	750	750.00	0
		<b>TOTAL EMERGENCY PREPAREDNESS</b>	11,500	2,000	13,500	11,162	2,338
012921	511101	SALARY	46,867	0	46,867	46,866.57	0
012921	511127	ACO BACKUP COVERAGE	5,200	330	5,530	5,530.00	0
012922	5338	VACCINATIONS	1,500	-1,325	175	175.30	0
012922	5340	TELEPHONE SERVICES	200	-200	0	0.00	0
012922	5388	VETERINARY EXPENSES	1,500	977	2,477	2,030.08	447
012922	5430	KENNEL MAINT.	400	-253	147	146.97	0
012922	5580	CLOTHING/UNIFORMS	100	-100	0	0.00	0
012922	5710	TRAVEL	200	972	1,172	1,172.10	0

012922	5732	MEMBERSHIP DUES	100	0	100	100.00	0
012922	5780	CONFER/TRAIN/TRAVEL/MEETING	200	-151	49	49.00	0
		<b>TOTAL ANIMAL CONTROL</b>	56,267	250	56,517	56,070	447
013022	5691	BAY PATH	1,123,189	-2,258	1,120,931	1,120,931.00	0
		<b>TOTAL WORC CNTY REG VOC</b>	1,123,189	-2,258	1,120,931	1,120,931.00	0
013032	5691	TUITION/TRANSPORT ASSESSMENT	32,149	0	32,149	31,078.60	1,070
		<b>TOTAL NORFOLK AGRICULTURAL VOC</b>	32,149	0	32,149	31,078.60	1,070
014111	511101	SALARY	103,604	0	103,604	103,604.24	0
014111	511123	CIVIL ENGINEER	40,569	7	40,576	40,575.67	0
014112	5421	OFFICE SUPPLIES	100	-100	0	0.00	0
014112	5710	TRAVEL	600	0	600	224.41	376
014112	5732	DUES/PUBLICATIONS	300	0	300	300.00	0
014112	5800	ROAD RECONSTRUCTION	525,000	0	525,000	300,427.17	224,573
014151	511103	WAGES-FULL TIME	47,719	-2,800	44,919	44,388.49	531
014151	511123	CIVIL ENGINEER	20,109	0	20,109	20,100.97	8
014152	5293	DEWEEDING PONDS	32,000	495	32,495	32,495.00	0
014152	5315	TRAINING	1,500	-490	1,010	1,010.00	0
014152	5384	SEDIMENT DISPOSAL	5,000	-5,000	0	0.00	0
014152	5385	GIS & INSPECTIONS	10,270	-4,770	5,500	5,500.00	0
014152	5784	PUBLIC EDUCATION	1,000	-1,000	0	0.00	0
014152	5850	REPLACE PIPES/CATCH BASINS	180,000	10,765	190,765	184,163.85	6,601
014211	511102	CLERICAL	51,438	-2,392	49,046	49,046.41	0
014211	511103	WAGES FULLTIME	547,622	-24,546	523,076	523,075.72	0
014211	511114	HIGHWAY SURVEYOR SALARY	66,243	0	66,243	66,243.21	0
014211	511124	ASST. DPW DIRECTOR	7,022	0	7,022	7,021.75	0
014211	5130	OVERTIME	15,000	2,286	17,286	17,286.23	0
014212	5214	FUEL	14,000	-1,698	12,302	11,376.34	926
014212	5301	ADVERTISE	900	0	900	679.36	221
014212	5310	DRUG/ALCOHOL TESTING	1,050	0	1,050	270.00	780
014212	5315	TRAINING	150	0	150	120.00	30
014212	5332	D.E.P. MONITORING FEE	980	0	980	980.00	0
014212	5421	MISC SUPPLIES	1,600	-153	1,447	1,156.91	290
014212	5430	BLDG MAINTENANCE	5,000	845	5,845	5,273.24	572
014212	5450	BLDG. SUPPLIES	2,300	0	2,300	1,548.77	751
014212	5490	LICENSE	1,500	764	2,264	2,264.10	0
014212	5580	PROTECT CLOTHING	9,000	2,200	11,200	10,829.57	370
014212	5780	CONF/ED/MEETING	100	0	100	67.40	33
014222	5211	ELECTRIC/TRAFFICLIGHTS	6,000	-177	5,824	5,477.89	346
014222	5273	EQUIPMENT RENTAL	2,500	-77	2,423	2,003.05	420
014222	5308	YARDWASTE REMOVAL	8,000	-2,900	5,100	5,100.00	0
014222	538101	TREE REMOVAL	12,000	0	12,000	12,000.00	0
014222	5382	INSECT CONTROL	50	-50	0	0.00	0

014222	5430	PROPERTY DAMAGE	200	0	200	0.00	200
014222	5531	ASPHALT MATERIAL	2,000	0	2,000	2,000.00	0
014222	5532	DRAINAGE MATERIAL	1,000	0	1,000	940.00	60
014222	5533	SAND & GRAVEL	500	-293	207	206.77	0
014222	5534	TRAFFIC PAINT	6,000	0	6,000	6,000.00	0
014222	5535	SIGNS	1,600	0	1,600	1,600.00	0
014222	581330	LANDFILL MONITORING	21,800	0	21,800	19,000.00	2,800
014232	5328	LINE PAINTING	12,000	0	12,000	12,000.00	0
014232	5801	SWEEPER BROOMS	3,000	-8	2,992	2,992.00	0
014232	5850	NEW EQUIPMENT	1,000	-45	955	947.36	8
014251	5112	PART TIME WAGES	45,000	12,016	57,016	57,015.63	0
014251	5130	OVERTIME	65,000	27,127	92,127	92,127.05	0
014252	5240	STORM TREE REMOVAL	950	0	950	950.00	0
014252	5273	EQUIPMENT RENTAL	45,000	11,335	56,335	54,814.60	1,520
014252	5490	STORM MEALS	2,050	775	2,825	2,824.81	0
014252	553301	SAND & GRAVEL	10,000	-10,000	0	0.00	0
014252	553302	SALT & CALCIUM	207,000	129,933	336,933	336,932.69	0
014252	5802	PLOW BLADES	6,000	1,304	7,304	7,303.70	0
014261	511140	SKILLED LABOR DIFFERENTIAL	12,400	1,984	14,384	14,202.69	182
014261	511292	PART TIME CUSTODIAN	50,460	-3,618	46,842	44,912.52	1,930
014262	5430	MAINTENANCE SUPPLIES	9,000	0	9,000	7,456.06	1,544
014271	511103	WAGES	12,197	1,097	13,294	13,221.96	73
014271	5130	OVERTIME	2,200	1,666	3,866	3,865.77	0
014272	5241	MOTOR VEHICLE REPAIRS	165,000	-2,229	162,771	146,040.89	16,730
014272	5450	TOOLS	6,000	0	6,000	4,322.42	1,678
014272	5580	UNIFORMS	300	-34	266	265.52	0
014272	5784	EDUCATION	500	-500	0	0.00	0
		<b>TOTAL DPW DEPARTMENT</b>	<b>2,408,383</b>	<b>141,719</b>	<b>2,550,102</b>	<b>2,286,552</b>	<b>263,550</b>
014331	511133	COMPLIANCE OFFICER	3,125	0	3,125	3,105.00	20
014332	5293	SOLID WASTE COLLECTION	701,871	-10,500	691,371	665,071.24	26,300
014332	529301	OTHER PICKUP	5,000	-2,034	2,966	0.00	2,966
014332	5294	SOLID WASTE DISPOSAL	305,000	2,034	307,034	307,033.97	0
		<b>TOTAL SOLID WASTE COLL/DIS</b>	<b>1,014,996</b>	<b>-10,500</b>	<b>1,004,496</b>	<b>975,210</b>	<b>29,286</b>
014911	511101	SUPT. SALARY	56,309	-27,661	28,648	28,648.48	0
014911	511102	CLERICAL	0	19,143	19,143	19,142.11	1
014911	511103	WAGES	98,567	7,001	105,568	105,567.77	0
014911	5130	OVERTIME	9,300	0	9,300	8,145.15	1,155
014912	5211	ELECTRICITY	1,100	650	1,750	1,488.72	261
014912	5214	HEATING OIL	3,000	0	3,000	2,932.76	67
014912	5230	WATER	700	0	700	410.44	290
014912	5300	MAPPING GIS SUPPORT	1,200	0	1,200	1,200.00	0
014912	5421	OFFICE SUPPLIES	600	0	600	529.99	70

014912	5460	SUPPLIES & EQUIPMENT	1,500	900	2,400	2,388.42	12
014912	5461	PLANTS & TREES	1,500	0	1,500	1,500.00	0
014912	5480	GAS	4,500	-900	3,600	2,833.15	767
014912	5580	UNIFORMS	1,850	0	1,850	1,599.56	250
014912	5732	DUES/PUBLICATION	500	250	750	750.00	0
014912	5840	CEMETERY IMPROVEMENT	1,800	4,200	6,000	5,826.73	173
014912	585001	NEW EQUIPMENT	1,450	0	1,450	1,095.42	355
		<b>TOTAL DPW-CEMETERY DEPARTMENT</b>	<b>183,876</b>	<b>3,583</b>	<b>187,459</b>	<b>184,059</b>	<b>3,401</b>
015111	511101	SANITARIAN SALARY	81,860	116	81,976	81,975.98	0
015111	511118	INSPECTOR	42,448	-13,166	29,282	29,020.28	262
015111	511129	ASST. HEALTH DIRECTOR	51,000	0	51,000	50,398.52	601
015111	511204	BOARD SALARIES	1,169	0	1,169	1,169.00	0
015111	511215	CLERICAL	36,775	0	36,775	36,239.58	535
015112	5300	NURSE SERVICE	9,721	0	9,721	9,244.92	476
015112	5303	NUISANCE REMEDIATION	2,500	0	2,500	2,500.00	0
015112	5304	COMPLIANCE CHECKS	300	0	300	180.00	120
015112	5421	OFFICE SUPPLIES	1,500	-6	1,494	1,354.47	140
015112	5710	TRAVEL	1,000	0	1,000	673.41	327
015112	5732	DUES/MEETINGS	350	66	416	416.00	0
015112	5784	EDUCATION	1,650	-60	1,590	1,590.00	0
015112	5800	OFFICE RENOVATIONS	0	10,000	10,000	7,682.55	2,317
015112	5853	INSPECTIONAL VEHICLE	0	3,050	3,050	2,852.00	198
		<b>TOTAL DEV-INSP.SERVICE-HEALTH</b>	<b>230,273</b>	<b>0</b>	<b>230,273</b>	<b>225,297</b>	<b>4,976</b>
015411	511101	DIRECTOR SALARY	63,323	0	63,323	63,322.01	1
015411	511102	ASSISTANT DIRECTOR	46,614	1,285	47,899	46,839.04	1,060
015411	511115	VAN DRIVERS	36,000	-1,285	34,715	32,340.14	2,375
015412	5242	EQUIPMENT MAINT.	3,600	0	3,600	3,575.76	24
015412	5309	NUTRITION PROGRAM	1,000	0	1,000	1,000.00	0
015412	5350	PROGRAM EXPENSE	250	0	250	202.29	48
015412	5421	OFFICE SUPPLIES	3,150	0	3,150	3,144.25	6
015412	5430	MAINT/BUILDING	5,318	0	5,318	5,318.00	0
015412	5480	MINIBUS/GAS	9,000	0	9,000	8,084.52	915
015412	5710	TRAVEL	100	0	100	70.71	29
015412	5732	CONF./DUES	300	0	300	10.00	290
		<b>TOTAL COUNCIL ON AGING</b>	<b>168,655</b>	<b>0</b>	<b>168,655</b>	<b>163,907</b>	<b>4,748</b>
015422	538602	YOUTH COUNSEL SERVICE	120,000	0	120,000	120,000.00	0
		<b>TOTAL YOUTH SERVICES</b>	<b>120,000</b>	<b>0</b>	<b>120,000</b>	<b>120,000.00</b>	<b>0</b>
015431	5111	SALARY	14,500	0	14,500	14,499.68	0
015432	5421	OFFICE EXPENSE	100	0	100	35.00	65
015432	5770	RELIEF & MEDICAL	50,000	27,600	77,600	73,448.08	4,152
015432	5780	CONFERENCES	150	0	150	0.00	150
		<b>TOTAL VETERANS SERVICES</b>	<b>64,750</b>	<b>27,600</b>	<b>92,350</b>	<b>87,983</b>	<b>4,367</b>

016101	511101	DIRECTOR SALARY	85,000	0	85,000	84,993.47	7
016101	511216	LIBRARY ASSOCIATES	223,178	0	223,178	210,111.43	13,067
016101	511218	PAGES	17,424	-60	17,364	3,266.13	14,098
016101	511224	ASST. TO DIRECTOR CHILD SERV.	42,000	0	42,000	41,041.42	959
016101	511225	ASST.TO DIRECTOR TECHNOLOGY	42,000	-12,475	29,525	16,914.78	12,611
016101	511226	ASST.TO DIRECTOR-ADMIN	42,000	840	42,840	42,788.54	51
016101	5140	BUY BACK	0	1,635	1,635	1,634.61	0
016102	5214	HEATING OIL	4,500	0	4,500	4,500.00	0
016102	5242	EQUIP. REPAIR	1,000	0	1,000	999.98	0
016102	5243	BLDG. GROUNDS	5,000	0	5,000	3,749.87	1,250
016102	5273	EQUIPMENT RENTAL	500	0	500	195.00	305
016102	5304	COMPUTER SERVICE	34,500	60	34,560	34,560.03	0
016102	5305	CONTRACTED SERVICES	4,000	0	4,000	2,772.66	1,227
016102	5350	PROGRAMS	1,500	10,000	11,500	10,159.69	1,340
016102	5421	MISC SUPPLIES	4,000	0	4,000	2,760.75	1,239
016102	5450	BLDG/GRND SUPPLIES	3,100	0	3,100	3,034.85	65
016102	5510	LIBRARY MATERIAL	92,000	0	92,000	85,358.55	6,641
016102	5710	TRAVEL/CONF	1,000	0	1,000	281.31	719
		<b>TOTAL PUBLIC LIBRARY</b>	602,702	0	602,702	549,123	53,579
016501	511101	RECREATION DIRECTOR	39,795	0	39,795	39,794.60	0
016502	5350	SPECIAL EVENTS	2,500	0	2,500	2,120.00	380
016502	5351	4TH OF JULY CELEBRATION	4,000	0	4,000	3,500.00	500
016502	5352	MEMORIAL DAY CELEBRATION	4,000	0	4,000	0.00	4,000
016502	5424	PROGRAM SUPPLIES	200	0	200	0.00	200
		<b>TOTAL DPW-RECREATION</b>	50,495	0	50,495	45,415	5,080
016511	511102	CLERICAL	2,365	0	2,365	2,365.09	0
016511	511103	LABOR/PARKS	149,863	-9,084	140,779	140,720.52	59
016511	511221	SEASONAL/PARKS	24,640	5,800	30,440	28,595.21	1,845
016511	5130	OVERTIME	5,500	0	5,500	4,099.41	1,401
016512	5211	ELECTRICITY-VMC PARKS	3,500	0	3,500	1,643.07	1,857
016512	521101	ELECTRICITY-PAPPAS COMPLEX	4,000	0	4,000	0.00	4,000
016512	5214	WATER VET.MEM.CORR	1,000	0	1,000	0.00	1,000
016512	521401	WATER-PAPPAS COMPLEX	6,000	0	6,000	5,023.72	976
016512	5460	MAINTENANCE- VMC PARKS	6,000	0	6,000	5,531.90	468
016512	546001	MNT. FIELDS	18,100	0	18,100	14,461.06	3,639
016512	5580	CLOTHING/SWIM	3,200	0	3,200	2,534.67	665
		<b>TOTAL DPW-PARKS DEPARTMENT</b>	224,168	-3,283	220,885	204,975	15,910
017102	591201	M.S. BAN PAYDOWN	0	133,000	133,000	133,000.00	0
017102	591220	HIGH SCHOOL DEBT	1,050,000	0	1,050,000	1,050,000.00	0
017102	591223	CIP BOND FY08-09	150,000	0	150,000	150,000.00	0
017102	591225	SRF LOAN	16,630	0	16,630	16,630.00	0
017102	591226	GOB 2012-8.9 MILLION	880,000	0	880,000	880,000.00	0

017102	591227	GOB 2013 \$4,837,027	540,000	0	540,000	540,000.00	0
017102	591228	GOB 2014 \$16.425MILLION	1,045,000	0	1,045,000	1,045,000.00	0
017102	591233	GOB \$12,044,500	970,000	0	970,000	970,000.00	0
		<b>TOTAL MATURING DEBT</b>	4,651,630	133,000	4,784,630	4,784,630.00	0
017522	591720	INTEREST HIGH SCHOOL 19.8MILL	240,550	0	240,550	240,550.00	0
017522	591723	FY08 CIP-GEN.OBLIGATION BONDS	7,313	0	7,313	7,312.50	1
017522	591725	INT-SRF LOAN	4,300	0	4,300	4,299.66	0
017522	591726	GOB 2012-8.9 MILLION	100,135	0	100,135	100,135.00	0
017522	591727	GOB 2013 \$4,827,027	46,200	0	46,200	46,200.00	0
017522	591728	GOB 2014 \$16.425MILLION	523,075	0	523,075	523,075.00	0
017522	591733	GOB \$12,044,500 SEPT.2015	407,844	0	407,844	407,843.78	0
017522	591734	GOB17 EST(BAN) 3,014,302	62,418	-9,334	53,084	53,083.57	0
017522	591735	BAN 4,205,666	63,085	0	63,085	63,084.99	0
		<b>TOTAL INTEREST</b>	1,454,920	-9,334	1,445,586	1,445,584.50	2
018002	5631	CS STATE/SPEC.EDUCATION CH 71B	0	28,291	28,291	0.00	28,291
018002	563401	CS STATE/NON-RENEWAL EXC.TAX	0	17,940	17,940	17,940.00	0
018002	5640	CS STATE/AIR POLLUTION CH.676	0	4,793	4,793	4,793.00	0
018002	5641	CS STATE/MOSQUITO CONTROL	0	48,725	48,725	48,725.00	0
018002	5663	CS OTHER/REG.TRANS.AUTH.CH161B	0	178,351	178,351	178,351.00	0
018002	5690	CS CHARTER SCHOOL ASSESSMENT	0	237,209	237,209	237,545.00	-336
018002	5691	CS STATE SCHOOL CHOICE	0	140,889	140,889	150,320.00	-9,431
		<b>TOTAL ASSESSMENTS</b>	0	656,198	656,198	637,674.00	18,524
019101	5172	UNEMPLOYMENT COMP.	50,000	-27,040	22,960	19,739.91	3,220
019101	5174	DISABILITY	1,600	0	1,600	1,584.00	16
019101	5175	GROUP INSURANCE	6,885,000	-5,000	6,880,000	6,496,548.15	383,452
019101	517701	WORC.CNTY.RETIREMENT	2,633,613	0	2,633,613	2,633,613.00	0
019101	517702	NONCONTRIB. RETIREMENT	7,500	1,440	8,940	8,839.96	100
019101	5178	MEDICARE	445,000	26,900	471,900	469,823.92	2,076
019101	517801	MEDICARE PENALTY	36,000	-1,900	34,100	31,101.40	2,999
019101	517901	HEALTH MITIGATION	25,000	-10,000	15,000	10,625.00	4,375
019102	5180	OPEB ACTUARIAL	0	1,000	1,000	1,000.00	0
019102	5339	WELLNESS INITIATIVE	1,000	-1,000	0	0.00	0
		<b>TOTAL EMPLOYEE BENEFITS</b>	10,084,713	-15,600	10,069,113	9,672,875	396,238
021292	581829	A12ATM17-O.P.E.B.	500,000	0	500,000	500,000.00	0
021292	581832	A19ATM17-MAINTENANCE MDS/JB	46,000	0	46,000	12,919.20	33,081
021292	581834	A30ATM17- FACILITY IMPROVEMENT	100,000	0	100,000	43,507.01	56,493
021292	581854	A14FTM17-PUB.SAFETY FEASIBILIT	0	150,000	150,000	0.00	150,000
021292	581856	A16FTM17-STABILIZATION	0	350,000	350,000	350,000.00	0
021292	581857	A17FTM17-O.P.E.B.	0	175,000	175,000	175,000.00	0
		<b>Total 021292 TOWN MANAGER</b>	646,000	675,000	1,321,000	1,081,426.21	239,574
021552	581801	A4ATM17-MIS COMPUTER REPLACE	15,000	0	15,000	14,189.97	810



		<b>Total 021552 MIS CIP</b>	15,000	0	15,000	14,189.97	810
021612	581802	A4ATM17-VOTING MACHINES	16,250	0	16,250	16,250.00	0
		<b>Total 021612 CLERK CIP</b>	16,250	0	16,250	16,250.00	0
021622	581833	A25ATM17-ELECTRONIC POLL BOOKS	12,700	0	12,700	12,700.00	0
		<b>Total 021622 ELECTION CIP</b>	12,700	0	12,700	12,700.00	0
021752	581803	A4ATM17-INSPECTIONAL VEHICLE	18,000	0	18,000	18,000.00	0
		<b>Total 021752 PLANNER CIP</b>	18,000	0	18,000	18,000.00	0
022102	581804	A4ATM17-POLICE VEHICLES	120,000	0	120,000	120,000.00	0
022102	581805	A4ATM17-SPEED TRAILER	17,000	0	17,000	0.00	17,000
022102	581855	A15ATM17-BACKUP RADIO	0	30,000	30,000	8,700.00	21,300
		<b>Total 022102 POLICE ADMINISTRATION</b>	137,000	30,000	167,000	128,700.00	38,300
022202	581806	A4ATM17-REPLACE CAR #1	10,000	0	10,000	10,000.00	0
022202	581807	A4ATM17-FIRE SERVICE TRUCK	9,236	0	9,236	9,235.89	0
022202	581808	A4ATM17-BUILDING IMPROVEMENTS	35,000	0	35,000	34,917.77	82
022202	581809	A4ATM17-AMBULANCE #1	42,431	0	42,431	42,429.72	1
022202	581810	A4ATM17-TOWER LADDER	78,208	0	78,208	78,207.42	1
022202	581852	A12FTM17-TURNOUT GEAR	0	35,850	35,850	35,850.00	0
022202	581853	A13FTM17-AMB.BALLISTIC VESTS	0	8,382	8,382	8,062.30	320
		<b>Total 022202 FIRE ADMINISTRATION</b>	174,875	44,232	219,107	218,703.10	404
023002	581828	A4ATM17-I PAD INITIATIVE	100,000	0	100,000	100,000.00	0
023002	581830	A13ATM17-MEDICAID RECEIPTS	160,000	25,000	185,000	0.00	185,000
023002	581831	A14ATM17-A.H.S. GYM RECREATION	9,345	0	9,345	9,345.06	0
023002	581846	A3FTM17-MCKINNEY VETO	0	4,374	4,374	4,374.00	0
		<b>Total 023002 SCHOOL DEPT ARTICLES</b>	269,345	29,374	298,719	113,719.06	185,000
024112	581811	A4ATM17-DRAINAGE	100,000	0	100,000	40,463.81	59,536
		<b>Total 024112 TOWN ENGINEER CIP</b>	100,000	0	100,000	40,463.81	59,536
024222	581812	A4ATM17-ROADWAY IMPROVEMENT	100,000	0	100,000	69,690.03	30,310
024222	581813	A4ATM17-6 WHL DUMP W/PLOW	58,450	0	58,450	58,449.58	0
024222	581814	A4ATM17-6 WHL DUMP W/PLOW	38,595	0	38,595	38,594.93	0
024222	581815	A4ATM17-SIDEWALK TRACTOR	40,000	0	40,000	40,000.00	0
024222	581816	A4ATM17-F250 W/PLOW	10,793	0	10,793	10,791.45	2
024222	581817	A4ATM17-F350 W/PLOW	17,000	0	17,000	17,000.00	0
024222	581818	A4ATM17-FORD EXPLORER	7,634	0	7,634	7,634.00	0
024222	581819	A4ATM17-FACILITY TRUCK	11,449	0	11,449	11,449.00	0
024222	581835	A31ATM17-FACILITIES WORKSHOP	50,000	0	50,000	28,793.40	21,207
024222	581836	A32ATM17-ENVIRONMENT ASSESS	32,000	0	32,000	29,282.72	2,717
024222	581837	A33ATM17-VENTILATION SYSTEM	42,000	0	42,000	22,226.95	19,773
024222	581847	A6FTM17-DPW MONITORING WELLS	0	5,000	5,000	0.00	5,000
024222	581848	A7FTM17-DPW CONVEYOR BELT	0	25,000	25,000	24,000.00	1,000
024222	581849	A8FTM17-LANDFILL MONITOR WELL	0	5,000	5,000	0.00	5,000
024222	581850	A9FTM17-LED STREET LIGHT CONV	0	100,000	100,000	0.00	100,000
024222	581851	A11FTM17-RELOCATE SKATEBRD PRK	0	30,000	30,000	0.00	30,000

		<b>Total 024222 HIGHWAY MAINTENANCE CI</b>	407,921	165,000	572,921	357,912.06	215,009
024912	581822	A4ATM17-ZERO TURN MOWER	15,000	0	15,000	15,000.00	0
		<b>Total 024912 CEMETERY DEPARTMENT</b>	15,000	0	15,000	15,000.00	0
026102	581823	A4ATM17-SECURITY & LIGHTING	10,000	0	10,000	0.00	10,000
026102	581824	A4ATM17-DIGITAL SIGN	10,000	0	10,000	0.00	10,000
		<b>Total 026102 PUBLIC LIBRARY</b>	20,000	0	20,000	0.00	20,000
026222	581827	A4ATM17-STAGE LIGHTS PAPPAS	0	28,170	28,170	0.00	28,170
		<b>Total 026222 CABLE ACCESS</b>	0	28,170	28,170	0.00	28,170
026512	581825	A4ATM17-FENCING PARKS	25,000	0	25,000	24,836.00	164
026512	581826	A4ATM17-1 TON DUMP TRUCK	25,000	0	25,000	25,000.00	0
		<b>Total 026512 PARKS DEPARTMENT</b>	50,000	0	50,000	49,836.00	164
051292	5305	PROFESSIONAL SERVICES	0	5,000	5,000	4,970.00	30
		<b>Total 051292 PY TOWN MANAGER</b>	0	5,000	5,000	4,970.00	30
051412	5308	APPELLATE CASES	0	13,316	13,316	13,315.99	0
051412	5311	FY98 UPDATE REVALUATION	0	302	302	0.00	302
		<b>Total 051412 PY ASSESSOR</b>	0	13,618	13,618	13,315.99	302
051452	5306	TAX TITLE	0	11,084	11,084	0.00	11,084
		<b>Total 051452 PY TREASURER</b>	0	11,084	11,084	0.00	11,084
051522	5307	MEDICAL EXAMS	0	530	530	530.00	0
		<b>Total 051522 PR.YR.PERSONNEL</b>	0	530	530	530.00	0
051552	5305	FY98-00 HARDWARE/SOFTW-MAINT.	0	691	691	0.00	691
		<b>Total 051552 PY MIS</b>	0	691	691	0.00	691
051752	5306	LEGAL NOTICES	0	750	750	0.00	750
		<b>Total 051752 PR. YR. PLANNING</b>	0	750	750	0.00	750
051992	5211	ELECTRICITY	0	3,464	3,464	3,434.00	30
051992	5740	INSURANCE	0	26,123	26,123	8,915.00	17,208
		<b>Total 051992 PR.YR. GENERAL SERVICE</b>	0	29,588	29,588	12,349.00	17,239
052111	511108	PATROLMEN	0	12,768	12,768	0.00	12,768
052111	5130	OVERTIME	0	8,086	8,086	0.00	8,086
		<b>Total 052111 PY POLICE ADMIN.</b>	0	20,854	20,854	0.00	20,854
052112	5380	MISCELLANEOUS SERVICES	0	2,279	2,279	2,188.92	90
		<b>Total 052112 PY POLICE ADMIN.</b>	0	2,279	2,279	2,188.92	90
052211	5130	OVERTIME	0	158	158	157.98	0
		<b>Total 052211 PR.YR.FIRE SURPRESSION</b>	0	158	158	157.98	0
052212	585701	NEW EQUIPMENT	0	1,500	1,500	1,338.37	162
		<b>Total 052212 PY FIRE</b>	0	1,500	1,500	1,338.37	162
052912	5430	GENERATOR MAINT	0	250	250	0.00	250
		<b>Total 052912 PR.YR.EMERGENCY PREPAR</b>	0	250	250	0.00	250
053002	5700	OTHER EXPENDITURE	0	131,723	131,723	131,722.59	0
		<b>Total 053002 PY SCHOOL DEPARTMENT</b>	0	131,723	131,723	131,722.59	0
054112	5800	ROAD RECONSTRUCTION	0	3,547	3,547	0.00	3,547

		<b>Total 054112 PY-ENGINEER</b>	0	3,547	3,547	0.00	3,547
054152	5293	DEWEEDING PONDS	0	32,000	32,000	32,000.00	0
054152	5385	GIS & INSPECTIONS	0	446	446	0.00	446
		<b>Total 054152 PY-STORMWATER</b>	0	32,446	32,446	32,000.00	446
054222	581330	LANDFILL MONITORING	0	6,490	6,490	0.00	6,490
		<b>Total 054222 PY HIGHWAY MAINTENANCE</b>	0	6,490	6,490	0.00	6,490
054332	5293	SOLID WASTE COLLECTION	0	15,086	15,086	0.00	15,086
054332	529301	OTHER PICKUP	0	9,106	9,106	0.00	9,106
		<b>Total 054332 PY SOLID WASTE</b>	0	24,192	24,192	0.00	24,192
054912	5300	GIS MAPPING	0	1,200	1,200	1,200.00	0
		<b>Total 054912 PR.YR.CEMETERY</b>	0	1,200	1,200	1,200.00	0
055112	5303	NUISANCE REMEDIATION	0	2,500	2,500	2,500.00	0
		<b>Total 055112 PR.YR. HEALTH</b>	0	2,500	2,500	2,500.00	0
055422	538602	YOUTH COUNSEL SERVICES	0	9,792	9,792	9,791.63	0
		<b>Total 055422 PY YOUTH SERVICES</b>	0	9,792	9,792	9,791.63	0
056502	5352	MEMORIAL DAY CELEBRATION	0	4,000	4,000	3,583.10	417
		<b>Total 056502 PY RECREATION &amp; CULTUR</b>	0	4,000	4,000	3,583.10	417
059101	517701	WORCESTER COUNTY RETIREMENT	0	4,669	4,669	0.00	4,669
059101	5178	MEDICARE	0	20,000	20,000	3,085.73	16,914
059101	517901	HEALTH MITIGATION	0	8,350	8,350	0.00	8,350
		<b>Total 059101 PY EMPLOYEE BENEFITS</b>	0	33,019	33,019	3,085.73	29,933
061292	581418	A23ATM13-CIVIL WAR MONUMENTS	0	2,200	2,200	0.00	2,200
061292	581521	A21ATM14-PURPLE HEART MONUMENT	0	813	813	0.00	813
061292	581642	A8FTM15-MD & JB MAINTENANCE	0	7,217	7,217	6,030.03	1,186
061292	581643	A9FTM15-TOWN HALL SPRINKLER	0	4,341	4,341	4,340.75	0
061292	581730	A19ATM16-MISC.FACILITY IMPROVE	0	49,321	49,321	25,680.30	23,641
		<b>Total 061292 PY TOWN MANAGER</b>	0	63,891	63,891	36,051.08	27,840
061412	581641	A7FTM15-REVALUATION RE & PP	0	6,303	6,303	0.00	6,303
		<b>Total 061412 PY ASSESSOR</b>	0	6,303	6,303	0.00	6,303
061552	589001	A4A98-COLLECTION SOFTWARE	0	3,832	3,832	0.00	3,832
		<b>Total 061552 PY MIS</b>	0	3,832	3,832	0.00	3,832
061612	581602	A3AMT15-CLERK BOOK REPAIRS	0	865	865	0.00	865
		<b>Total 061612 PY CLERK</b>	0	865	865	0.00	865
061712	589001	A6A98-POND/LAKE MANAGEMENT	0	6,000	6,000	6,000.00	0
		<b>Total 061712 PY CONSERVATION</b>	0	6,000	6,000	6,000.00	0
061922	589005	A18A99-HANDICAPPED MERRIAM	0	4,850	4,850	0.00	4,850
061922	589007	A4ATM01-SIDEWALK/STEPS	0	9,410	9,410	0.00	9,410
		<b>Total 061922 PY TOWN HALL</b>	0	14,260	14,260	0.00	14,260
062102	581303	A3ATM12-SURVEILL POLE CAMERA	0	6,000	6,000	6,000.00	0
		<b>Total 062102 PY POLICE</b>	0	6,000	6,000	6,000.00	0
062202	581749	A15FTM16-POWER LOAD STRETCHERS	0	2,617	2,617	0.00	2,617

		<b>Total 062202 PY FIRE</b>	0	2,617	2,617	0.00	2,617
		<b>ADMINISTRATION</b>					
063002	581114	A13ATM10-SPECIAL NEEDS	0	100,000	100,000	0.00	100,000
063002	581519	A1ATM14-SCHOOL MEDICAID	0	29	29	29.05	0
063002	581621	A12ATM15-MEDICAID	0	110,000	110,000	109,930.38	-3,726
063002	581726	A13ATM16-MEDICAID RECEIPTS	0	160,000	160,000	0.00	160,000
063002	581727	A14ATM16-AHS GYM	0	4,279	4,279	4,278.61	0
063002	581745	A3FTM16-HOMELESS TRANSPORTATN	0	6,509	6,509	6,508.92	0
		<b>Total 063002 PY SCHOOL ARTICLE</b>	0	380,817	380,817	120,746.96	256,274
064112	581122	A27ATM10-LANDFILL CLOSURE	0	198	198	0.00	198
		<b>Total 064112 PY TOWN ENGINEER</b>	0	198	198	0.00	198
064222	581322	A7FTM12-GPS MAPPING EQUIPMENT	0	1,005	1,005	0.00	1,005
064222	581330	LANDFILL MONITORING	0	315	315	0.00	315
064222	581447	A12FTM13-DPW TWO-WAY RADIOS	0	6,309	6,309	6,309.25	0
064222	581716	A4ATM16-HWAY FORD EXP/DIRECTOR	0	523	523	325.00	198
		<b>Total 064222 PY HIGHWAY MAINT</b>	0	8,152	8,152	6,634.25	1,518
064912	581155	A19FTM14-CEM.COLUMB.FOUNDTN	0	315	315	284.95	30
064912	581646	A12FTM15-GRANITE BENCHES	0	3,115	3,115	3,115.05	0
		<b>Total 064912 PY CEMETERY</b>	0	3,430	3,430	3,400.00	30
		<b>DEPARTMENT</b>					
065112	581446	A11FTM13-BOH HAZARDOUS WASTE	0	2,810	2,810	0.00	2,810
		<b>Total 065112 PY HEALTH</b>	0	2,810	2,810	0.00	2,810
065412	581618	A3ATM15-COA DINING RM/FURNISH	0	1,255	1,255	0.00	1,255
		<b>Total 065412 PY COUNCIL ON AGING</b>	0	1,255	1,255	0.00	1,255
066512	581722	A4ATM16-PARKS ZERO TURN MOWER	0	4,291	4,291	0.00	4,291
066512	581723	A4ATM16-PARKS FENCING	0	25,000	25,000	24,898.00	102
		<b>Total 066512 PY PARKS</b>	0	29,291	29,291	24,898.00	4,393
		<b>DEPARTMENT</b>					
		<b>Total 01 GENERAL FUND</b>	<b>35,039,907</b>	<b>2,708,311</b>	<b>37,748,218</b>	<b>35,589,647.20</b>	<b>2,154,776</b>

ORG	OBJ	ACCOUNT DESCRIPTION	ORIGINAL APPROP	TRANFRS/ADJSMTS	REVISED BUDGET	YTD EXPENDED	BALANCE
1122011	511160	PRINCIPAL'S SALARY BRYN MAWR	110,000	3,300	113,300	113,299.94	0
1122011	511184	SECRETARY'S SALARY BRYN MAWR	34,830	4,634	39,464	39,453.03	11
1122011	5344	POSTAGE,BRYN MAWR	500	0	500	500.00	0
1122011	5421	PRINCIPAL'S SUPPLIES BRYN MAWR	2,000	95	2,095	2,095.39	0
1122011	5442	PRINTING SUPPLIES BRYN MAWR	5,150	1,749	6,899	6,898.74	0
1122011	5734	DUES, PRINCIPAL, BRYN MAWR	625	-1	624	624.00	0
1122011	5737	PRINC. PROF DEVELOPMENT BM	1,500	-163	1,337	1,337.33	0
		Total 1122011 PRINCIPAL - BM	154,605	9,615	164,220	164,208.43	11
1123008	511170	SPED TEACHERS' SALARIES BM	418,425	-38,338	380,087	380,086.70	0
1123008	511172	BRYN MAWR SPED ABA	239,893	28,727	268,620	268,620.44	0
1123008	511179	SPED NSTRUCTIONAL ASSIST BM	223,242	-81,827	141,415	141,414.50	0
1123008	512070	SPED SUBSTITUTE TEACHERS' BM	2,000	-1,213	787	786.92	0

1123008	512079	SPED INSTR. ASSIST SUBS BM	3,500	4,795	8,295	8,295.20	0
		Total 1123008 BYRN MAWR	887,060	-87,856	799,204	799,203.76	0
		SPEC. EDUCAT					
1123051	5100	ELL TUTOR	23,771	5,573	29,344	29,343.78	0
1123051	511170	TEACHERS' SALARIES BRYN MAWR	772,614	54,821	827,435	827,435.18	0
1123051	511172	MATH PARAPROFESSIONAL BM	19,437	333	19,770	19,770.42	0
1123051	511179	INSTRUCTIONAL ASST SAL BM	105,730	5,371	111,100	111,100.28	0
1123051	511180	SPECIALISTS BRYN MAWR	194,246	-2,136	192,110	192,110.26	0
1123051	512070	TEA SALARIES/SUBS, B.M.	16,000	-2,233	13,767	13,766.89	0
1123051	512079	INSTRUCTIONAL ASST SUBS BM	3,500	3,148	6,648	6,647.82	0
1123051	5126	TEACHER IN CHARGE STIPEND BM	1,231	21	1,252	1,251.90	0
1123051	5127	AFTER SCHOOL PROGRAMMING	3,000	105	3,105	3,105.00	0
1123051	5128	TECHNOLOGY STIPEND BRYN MAWR	1,000	17	1,017	1,016.86	0
1123051	5129	OTHER STIPENDS BRYN MAWR	6,214	175	6,389	6,388.58	0
1123051	5425	MUSIC SUPPLIES	750	-750	0	0.00	0
1123051	5440	PHYSICAL EDUCATION SUPPLIES	750	-34	716	716.40	0
1123051	5510	SUPPLIES, CLASSRM, BRYN MAWR	12,730	472	13,202	13,201.59	0
1123051	5514	504 SUPPLIES BRYN MAWR	250	-250	0	0.00	0
1123051	5518	ART SUPPLIES BRYN MAWR	1,000	19	1,019	1,019.29	0
1123051	5710	MILEAGE REIMB. TEACHERS' BM	100	345	445	317.66	127
		Total 1123051 TEACH - BM - ELEM ED	1,162,323	64,996	1,227,319	1,227,191.91	127
1124051	5513	TEXTBOOKS, BRYN MAWR SCHOOL	1,000	9	1,009	1,009.23	0
		Total 1124051 TEXTBK - BM - ELEM ED	1,000	9	1,009	1,009.23	0
1125051	511178	MEDIA TECH	43,110	0	43,110	43,109.56	0
1125051	5587	LIBRARY SUPPLIES, BRYN MAWR	1,000	79	1,079	1,079.35	0
		Total 1125051 LIBRARY - BM	44,110	79	44,189	44,188.91	0
1126051	5515	SUPPLIES, AUDIOVISUAL, BM	1,700	-442	1,258	1,257.69	0
		Total 1126051 AUDIO/VISUAL - BM	1,700	-442	1,258	1,257.69	0
1127054	511176	GUIDANCE SALARIES, BRYN MAWR	61,945	0	61,945	61,945.00	0
1127054	5511	GUIDANCE SUPPLIES, BRYN MAWR	500	-129	371	371.44	0
		Total 1127054 GUIDANCE - BM	62,445	-129	62,316	62,316.44	0
1132099	511185	SALARY, NURSE, BRYN MAWR	92,901	-24,160	68,742	68,741.66	0
		Total 1132099 HEALTH SVCS - BM	92,901	-24,160	68,742	68,741.66	0
1141099	511192	SALARIES CUSTODIANS, BM	91,789	2,037	93,826	93,826.00	0
1141099	5211	LIGHTS/POWER BRYN MAWR	19,850	-5,892	13,958	13,957.73	0
1141099	5214	HEATING FUEL, BRYN MAWR	15,890	4,083	19,973	19,972.91	0
1141099	5231	WATERM BRYN MAWR	7,500	-1,965	5,535	5,535.41	0
1141099	5232	SEWER USE CHARGE, BRYN MAWR	3,200	-235	2,965	2,964.60	0
1141099	5340	TELEPHONE, BRYN MAWR	875	116	991	990.97	0
1141099	5450	SUPPLIES CUSTODIAL, BRYN MAWR	4,500	1,140	5,640	5,639.97	0
		Total 1141099 O&P - BM	143,604	-716	142,888	142,887.59	0
1142099	5430	BLDG REPAIRS/IMPROVEMENTS BM	4,500	22,540	27,040	27,040.44	-80
		Total 1142099 MAINT OF PLANT - BM	4,500	22,540	27,040	27,040.44	-80

1422011	511160	PRINCIPAL'S SALARY PAKACHOAG	97,850	2,935	100,785	100,785.10	0
1422011	511184	SECRETARY'S SALARY, PAKACHOAG	34,830	3,480	38,310	38,020.77	289
1422011	5344	POSTAGE, PAKACHOAG	500	0	500	500.00	0
1422011	5421	PRINCIPAL'S SUPPLIES PAKACHOAG	2,000	-460	1,540	1,539.68	0
1422011	5442	PRINTING SUPPLIES PAKACHOAG	4,700	1,316	6,016	6,015.86	0
1422011	5734	DUES, PRINCIPAL, PAKACHOAG	625	-31	594	594.00	0
1422011	5737	PRINC. PROF DEVELOPMENT PAK	1,500	-163	1,337	1,337.34	0
		Total 1422011 PRINCIPAL - PAK	142,005	7,077	149,082	148,792.75	289
1423008	511170	SPED TEACHERS' SALARIES PAK	160,726	-403	160,323	160,323.28	0
1423008	511172	SPED ABA PAKACHOAG	23,095	194	23,289	23,288.58	0
1423008	511179	SPED INSTRUCTIONAL ASSIST PAK	118,849	19,706	138,554	138,554.45	0
1423008	512070	SPED SUB TEACHERS' SAL PAK	2,000	-1,753	248	247.50	0
1423008	512079	SPED INSTRUCT ASST SUBS PAK	3,500	4,008	7,508	7,507.71	0
		Total 1423008 PAKACHOAG SPED	308,169	21,752	329,922	329,921.52	0
1423051	5100	ELL TUTOR	23,771	912	24,683	24,683.04	0
1423051	511170	TEACHERS' SALARIES PAKACHOAG	794,154	-15,088	779,066	779,066.30	0
1423051	511172	MATH PARAPROFESSIONAL PAK	19,826	396	20,223	20,222.58	0
1423051	511173	VISUALLY IMPAIRED PARA PROF	24,600	49	24,649	24,649.05	0
1423051	511179	INSTRUCTIONAL ASST SAL PAKG	106,557	-16,369	90,188	90,188.46	0
1423051	511180	SPECIALISTS PAKACHOAG	194,246	60	194,306	194,306.26	0
1423051	512070	TEA SALARIES, SUBS, PAKG.	7,500	8,321	15,821	15,820.96	0
1423051	512079	INSTRUCTIONAL ASST SUBS PAKG.	3,000	4,898	7,898	7,786.01	112
1423051	5126	TEACHER IN CHARGE STIPEND PAK	1,231	21	1,252	1,251.90	0
1423051	5127	AFTER SCHOOL PROGRAMMING	3,000	-1,675	1,325	1,324.80	0
1423051	5128	TECHNOLOGY STIPEND PAKACHOAG	1,000	17	1,017	1,017.12	0
1423051	5129	OTHER STIPENDS PAKACHOAG	9,289	-782	8,507	8,506.74	0
1423051	5425	MUSIC SUPPLIES	750	-263	487	486.95	0
1423051	5440	PHYSICAL EDUCATION SUPPLIES	750	363	1,113	1,113.03	0
1423051	5510	SUPPLIES, CLASSRM, PAKACHOG	12,655	-143	12,512	12,511.56	0
1423051	5514	504 SUPPLIES PAKACHOAG	250	-115	135	135.27	0
1423051	5518	ART SUPPLIES PAKACHOAG	1,000	10	1,010	1,009.96	0
1423051	5710	MILEGAE REIMB. TEACHERS PAKG.	100	229	329	328.55	0
		Total 1423051 TEACH - PAK - ELEM ED	1,203,680	-19,160	1,184,520	1,184,408.54	112
1424051	5513	TEXTBOOKS, PAKACHOAG SCHOOL	1,000	-1,000	0	0.00	0
		Total 1424051 TEXTBK - PAK - ELEM E	1,000	-1,000	0	0.00	0
1425051	511178	MEDIA TECH	43,110	0	43,110	43,109.56	0
1425051	5587	LIBRARY SUPPLIES, PAKACHOAG	1,000	-314	686	685.98	0
		Total 1425051 LIBRARY - PAK	44,110	-314	43,796	43,795.54	0
1426051	5515	SUPPLIES, AUDIOVISUAL, PAKG	1,700	-171	1,529	1,528.67	0
		Total 1426051 AUDIO/VISUAL - PAK	1,700	-171	1,529	1,528.67	0
1427054	511176	GUIDANCE SALARIES, PAKG	72,169	0	72,169	72,168.98	0
1427054	5511	GUIDANCE SUPPLIES, PAKACHOAG	500	-25	475	474.53	0

		Total 1427054 GUIDANCE - PAK	72,669	-25	72,644	72,643.51	0
1432099	511185	SALARY, NURSE, PAKACHOAG	49,605	-268	49,337	49,336.75	0
		Total 1432099 HEALTH SVCS - PAK	49,605	-268	49,337	49,336.75	0
1441099	511192	SALARIES CUSTODIANS, PAKACHOAG	91,789	-1,254	90,535	90,534.92	0
1441099	5211	LIGHTS/POWER PAKACHOAG	19,000	14,219	33,219	33,219.22	0
1441099	5214	HEATING FUEL, PAKACHOAG	17,500	4,857	22,357	22,356.57	0
1441099	5231	WATER, PAKACHOAG	2,800	-90	2,710	2,710.41	0
1441099	5232	SEWER USE CHARGE, PAKACHOAG	1,800	456	2,256	2,256.00	0
1441099	5340	TELEPHONE, PAKACHOAG	1,800	137	1,937	1,936.82	0
1441099	5450	SUPPLIES CUSTODIAL, PAKACHOAG	4,500	1,670	6,170	6,169.53	0
		Total 1441099 O&P - PAK	139,189	19,995	159,183	159,183.47	0
1442099	5430	BLDG REPAIRS/IMPROVEMENTS PAK	14,500	49,029	63,529	51,054.15	12,395
		Total 1442099 MAINT OF PLANT - PAK	14,500	49,029	63,529	51,054.15	12,395
1522011	511160	PRINCIPALS' SALARIES MS	208,532	5,268	213,800	213,799.82	0
1522011	511184	SECRETARIES' SALARIES MS	111,604	-4,286	107,318	107,318.14	0
1522011	5344	POSTAGE, MIDDLE SCHOOL	3,000	-716	2,284	2,283.74	0
1522011	5421	PRINCIPALS' SUPPLIES MS	1,002	106	1,108	1,107.63	0
1522011	5422	PRINTING SUPPLIES MIDDLE SCH.	14,912	-223	14,689	14,688.54	0
1522011	5734	DUES, PRINCIPALS, MIDD. SCHOOL	1,230	-32	1,198	1,197.97	0
1522011	5737	PRINC. PROF DEVELOPMENT MS	3,000	-1,893	1,107	1,106.69	0
		Total 1522011 PRINCIPAL - MS	343,280	-1,778	341,503	341,502.53	0
1523008	511170	SPED TEACHERS' SALARIES MS	416,954	0	416,954	416,954.20	0
1523008	511172	SPED ABA MIDDLE SCHOOL	157,986	-52,388	105,599	105,598.50	0
1523008	511179	SPED INSTRUCTIONAL ASSIST MS	183,956	-41,932	142,024	142,023.78	0
1523008	512070	SPED SUB TEACHERS' SAL MS	3,000	-81	2,919	2,919.45	0
1523008	512079	SPED INSTR ASSIST SUBS MS	3,000	6,367	9,367	8,865.96	501
		Total 1523008 MIDDLE SCHOOL SPED	764,896	-88,033	676,863	676,361.89	501
1523052	5100	ELL TUTOR	23,771	-3,128	20,643	20,252.64	390
1523052	511170	TEACHERS' SALARIES MIDDLE SCH	2,339,950	27,225	2,367,175	2,367,175.16	0
1523052	511180	SPECIALISTS MIDDLE SCHOOL	445,019	2,310	447,329	447,329.48	0
1523052	512070	TEA SALARIES SUBS, MIDDLE	32,000	2,917	34,917	34,706.66	210
1523052	512079	INSTRUCTIONAL ASST SUBS MIDDLE	0	72	72	71.56	0
1523052	5127	AFTER SCHOOL PROGRAMMING	5,000	-5,000	0	0.00	0
1523052	5128	TECHNOLOGY STIPEND MIDDLE SCH	2,000	34	2,034	2,034.24	0
1523052	5129	OTHER STIPENDS MIDDLE SCHOOL	12,146	-2,857	9,289	9,289.46	0
1523052	5317	COMMENCEMENT MIDDLE SCHOOL	4,100	-213	3,887	3,887.19	0
1523052	5425	MUSIC SUPPLIES	5,227	-1,747	3,480	3,480.16	0
1523052	5440	PHYSICAL EDUCATION SUPPLIES	1,048	-29	1,019	1,019.14	0
1523052	5510	SUPPLIES, CLASSRM, MIDD SCHOOL	18,402	513	18,915	18,914.95	0
1523052	5514	504 SUPPLIES MIDDLE SCHOOL	250	-72	178	177.53	0
1523052	5710	MILEAGE REIMB. TEACHERS MIDDLE	500	-400	100	100.34	0
		Total 1523052 TEACH - MS - MS ED	2,889,413	19,625	2,909,038	2,908,438.51	600

1525052	5587	LIBRARY SUPPLIES, MIDDLE SCHOO	3,368	-515	2,853	2,853.29	0
		Total 1525052 LIBRARY - MS	3,368	-515	2,853	2,853.29	0
1526052	5515	SUPPLIES, AUDIOVISUAL, MS	1,808	-31	1,777	1,777.47	0
		Total 1526052 AUDIO/VISUAL - MS	1,808	-31	1,777	1,777.47	0
1527054	511176	GUIDANCE SALARIES, MIDDLE SCH	256,343	2,314	258,657	258,657.36	0
1527054	5511	GUIDANCE SUPPLIES MS	1,983	-275	1,708	1,707.83	0
		Total 1527054 GUIDANCE - MS	258,326	2,039	260,365	260,365.19	0
1532099	511185	SALARY, NURSE, MIDDLE SCHOOL	63,558	-3,399	60,159	60,158.96	0
		Total 1532099 HEALTH SVCS - MS	63,558	-3,399	60,159	60,158.96	0
1535012	511188	MIDDLE SCHOOL COACHES	10,980	-5,855	5,125	5,125.00	0
		Total 1535012 MIDDLE SCHOOL ATHLETI	10,980	-5,855	5,125	5,125.00	0
1535052	5300	MIDDLE SCHOOL OFFICIALS	3,500	0	3,500	3,500.00	0
1535052	551086	AWARDS, OTHER, MIDDLE SCHOOL	1,140	-38	1,102	1,102.33	0
1535052	5518	ART SUPPLIES MIDDLE SCHOOL	2,950	255	3,205	3,205.30	0
		Total 1535052 STUDENT BODY - MS - M	7,590	218	7,808	7,807.63	0
1541099	511192	SALARIES CUSTODIANS, MIDDLE SC	205,491	4,935	210,426	210,426.38	0
1541099	5211	LIGHTS/POWER MIDDLE SCHOOL	0	39,620	39,620	39,619.66	0
1541099	5214	HEATING FUEL, MIDDLE SCHOOL	58,250	-12,145	46,105	46,104.75	0
1541099	5231	WATER, MIDDLE SCHOOL	5,050	-1,085	3,965	3,965.41	0
1541099	5232	SEWER USE CHARGE, MIDD SCH	4,500	-2,107	2,393	2,392.90	0
1541099	5340	TELEPHONE, MIDDLE SCHOOL	7,050	-1,068	5,982	5,982.35	0
1541099	5450	SUPPLIES CUSTODIAL, MIDDLE SCH	9,000	3,323	12,323	12,322.94	0
		Total 1541099 O&P - MS	289,341	31,473	320,814	320,814.39	0
1542099	5430	BLDG REPAIRS/IMPROVEMENTS MIDD	45,000	-3,010	41,990	39,240.06	2,670
		Total 1542099 MAINT OF PLANT - MS	45,000	-3,010	41,990	39,240.06	2,670
1622011	511160	PRINCIPALS' SALARIES HIGH SCH	229,805	5,915	235,720	235,720.16	0
1622011	511184	SECRETARIES' SALARIES HIGH SCH	114,832	7,337	122,169	122,169.05	0
1622011	5344	POSTAGE, HIGH SCHOOL	2,500	-2,500	0	0.00	0
1622011	5421	PRINCIPALS SUPPLIES HIGH SCH.	1,180	-65	1,115	1,115.32	0
1622011	5422	PRINTING SUPPLIES HIGH SCHOOL	16,000	-8,229	7,771	7,770.98	0
1622011	5734	DUES, PRINCIPALS, H.S.	5,499	0	5,499	5,499.00	0
1622011	5737	PRINC. PROF DEVELOPMENT HS	5,500	942	6,442	6,441.73	0
		Total 1622011 PRINCIPAL - HS	375,316	3,401	378,716	378,716.24	0
1623008	511170	SPED TEACHERS' SALARIES HS	442,006	-4,593	437,413	437,412.64	0
1623008	511172	SPED ABA HIGH SCHOOL	150,064	42,512	192,576	192,576.16	0
1623008	511179	SPED INSTRUCT ASSIST HS	124,783	46,680	171,463	171,463.04	0
1623008	512070	SPED SUB TEACHERS' SAL HS	3,500	-1,065	2,435	2,435.00	0
1623008	512079	SPED INSTRUCT ASSIST SUBS HS	4,000	3,351	7,351	7,351.26	0
		Total 1623008 HIGH SCHOOL SPED	724,353	86,885	811,238	811,238.10	0
1623053	511170	TEACHERS' SALARIES HIGH SCHOOL	3,535,494	11,602	3,547,096	3,547,095.87	0
1623053	511175	IN HOUSE SUSPENSION SAL HS	31,500	1	31,501	31,500.72	0



1623053	511180	SPECIALISTS HIGH SCHOOL	474,025	-22,799	451,226	451,225.96	0
1623053	511194	COMMENCEMENT TICKET TAKERS	0	270	270	270.00	0
1623053	512070	TEA SALARIES SUBS, HIGH SCH	35,000	7,398	42,398	42,398.03	0
1623053	512072	SUBS-SAT.MORNING CLASSES HS	3,600	-500	3,100	3,000.00	100
1623053	512076	SUPPLEMENTAL INSTRUCT.SERV HS	6,000	-4,500	1,500	1,500.00	0
1623053	512079	H S INSTRUCTIONAL ASST SUB	5,000	-3,500	1,500	1,500.00	0
1623053	5128	TECHNOLOGY STIPEND HIGH SCH	2,000	34	2,034	2,034.24	0
1623053	5129	OTHER STIPENDS HIGH SCHOOL	14,540	-271	14,269	14,268.82	0
1623053	5317	COMMENCEMENT HIGH SCHOOL	15,419	-4,961	10,458	10,458.42	0
1623053	5425	MUSIC SUPPLIES	4,025	801	4,826	4,826.46	0
1623053	5440	PHYSICAL EDUCATION SUPPLIES	3,725	-10	3,715	3,715.47	0
1623053	5510	SUPPLIES, CLASSRM, HIGH SCHOOL	23,860	-15,026	8,834	8,833.84	0
1623053	5514	504 SUPPLIES HIGH SCHOOL	250	-250	0	0.00	0
1623053	5518	ART SUPPLIES HIGH SCHOOL	4,675	-344	4,331	4,330.93	0
1623053	5710	MILEAGE REIMB. TEACHERS HS	500	1,847	2,347	1,791.75	555
		Total 1623053 TEACH - HS - OTHER	4,159,613	-30,207	4,129,406	4,128,750.51	655
1625053	511178	MEDIA SPECIALIST, HIGH SCHOOL	86,219	-777	85,442	85,441.82	0
1625053	5587	LIBRARY SUPPLIES, HIGH SCHOOL	10,000	1,794	11,794	11,794.38	0
		Total 1625053 LIBRARY - HS	96,219	1,017	97,236	97,236.20	0
1626053	5515	SUPPLIES, AUDIOVISUAL, HS	1,190	631	1,821	1,803.79	17
		Total 1626053 AUDIO/VISUAL - HS	1,190	631	1,821	1,803.79	17
1627054	511176	GUIDANCE SALARIES, HIGH SCHOOL	378,580	0	378,581	378,580.80	0
1627054	511184	SECRETARY'S SALARY,HS GUIDANCE	37,746	1,377	39,123	39,123.12	0
1627054	5511	GUIDANCE SUPPLIES, HIGH SCHOOL	10,054	0	10,054	10,054.00	0
		Total 1627054 GUIDANCE - HS	426,380	1,378	427,758	427,757.92	0
1632099	511185	SALARY, NURSE, HIGH SCHOOL	63,558	224	63,782	63,558.30	223
		Total 1632099 HEALTH SVCS - HS	63,558	224	63,782	63,558.30	223
1635012	511187	ATHLETIC TRAINOR	30,000	-2,288	27,713	26,887.50	825
1635012	511188	SALARIES, COACHES,	173,117	6,300	179,417	179,417.00	0
1635012	511193	TICKET TAKERS	3,500	-3,500	0	0.00	0
1635012	5300	HIGH SCHOOL OFFICIALS	7,000	0	7,000	7,000.00	0
1635012	533006	ATHLETICS TRANSPORTATION, HS	55,000	27,693	82,693	82,693.37	0
1635012	5336	ATHLETIC TRANSPORTATION MS	5,200	0	5,200	5,200.00	0
1635012	535007	GAME MGNT, ICE TIME & EQUIP.	29,000	0	29,000	29,000.00	0
1635012	535019	ATHLETICS/RECONDITIONING	15,000	-638	14,362	14,362.20	0
1635012	551016	TEAM EQUIPMENT, HIGH SCHOOL	25,000	-22	24,978	24,978.01	0
1635012	551017	ATH SUPP, TRAINING FIRST AID	5,500	-1,958	3,542	3,491.97	50
1635012	551018	ATHLETIC AWARDS & ENTRY FEES	8,500	-943	7,557	7,557.00	0
1635012	5734	DISTRICT ATHLETIC DUES	6,500	-232	6,268	6,268.00	0
1635012	5737	PROF DEVELOPMENT, ATHLETICS	2,000	-1,196	805	555.00	250
1635012	574006	ATHLETICS INSURANCE	10,500	-831	9,669	9,669.00	0
1635012	5856	MIDDLE SCHOOL ATHL EQUIPMENT	4,800	-2,475	2,325	2,325.36	0

		Total 1635012 STUDENT BODY - HS - A	380,617	19,912	400,529	399,404.41	1,125
1635013	551091	BAND UNIFORMS	2,500	-161	2,339	2,339.26	0
1635013	551092	BAND EQUIPMENT	5,000	-84	4,916	4,915.70	0
1635013	5518	WOOD TECH SUPPLIES	5,940	23	5,963	5,963.21	0
		Total 1635013 STUDENT BODY - HS - F	13,440	-222	13,218	13,218.17	0
1635053	551086	AWARDS, OTHER, HIGH SCHOOL	2,460	-1,932	528	528.00	0
1635053	5517	GRAPHIC SUPPLIES HIGH SCHOOL	9,130	-3,344	5,786	5,785.56	0
1635053	5526	CURRICULUM COMPETIONS, HS	15,660	2,400	18,060	18,060.20	0
		Total 1635053 STUDENT BODY - HS - C	27,250	-2,876	24,374	24,373.76	0
1641099	511192	SALARIES CUSTODIANS, HS	319,194	8,088	327,282	327,281.53	0
1641099	5211	LIGHTS/POWER HIGH SCHOOL	157,500	-68,117	89,383	89,382.83	0
1641099	5214	HEATING FUEL, HIGH SCHOOL	75,000	-25,424	49,576	49,575.68	0
1641099	5231	WATER, HIGH SCHOOL	9,000	2,350	11,350	11,350.47	0
1641099	5232	SEWER USE CHARGE, HIGH SCHOOL	5,000	1,279	6,279	6,278.68	0
1641099	5340	TELEPHONE, HIGH SCHOOL	12,200	-3,842	8,358	8,357.51	0
1641099	5450	SUPPLIES CUSTODIAL, HIGH SCHOO	12,000	-343	11,657	11,657.02	0
		Total 1641099 O&P - HS	589,894	-86,010	503,884	503,883.72	0
1642099	5430	BLDG REPAIRS/IMPROVEMENTS HS	60,000	57,129	117,129	108,578.74	8,470
		Total 1642099 MAINT OF PLANT - HS	60,000	57,129	117,129	108,578.74	8,470
1711099	5301	LEGAL NOTICES	1,000	-847	153	152.88	0
1711099	5304	CENSUS	750	0	750	750.00	0
1711099	5306	LEGAL SERVICES	10,650	18,565	29,215	29,215.33	0
1711099	5421	SCHOOL COMMITTEE SUPPLIES	0	39	39	39.29	0
1711099	5732	SCHOOL COMMITTEE DUES	9,000	3,448	12,448	12,447.71	0
		Total 1711099 SCHOOL COMMITTEE	21,400	21,205	42,605	42,605.21	0
1712099	511151	SUPERINTENDENT'S SALARY	176,521	13,209	189,731	189,471.73	259
1712099	511181	SECY TO SUPT. & SCHOOL COMM SAL	31,408	431	31,839	31,771.36	68
1712099	511184	CENTRAL ADMIN SECY/RECPNST SAL	41,049	1,664	42,713	42,712.54	0
1712099	5344	SUPERINTENDENT'S POSTAGE	6,500	-6,500	0	0.00	0
1712099	5421	SUPERINTENDENT'S SUPPLIES	6,500	3,016	9,516	9,516.33	0
1712099	5732	SUPERINTENDENT'S DUES	3,000	80	3,080	3,080.00	0
1712099	5733	SUPERINTENDENT'S PUBLICATIONS	350	-180	170	170.00	0
		Total 1712099 SUPERINTENDENT'S OFFI	265,328	11,721	277,049	276,721.96	327
1714099	511154	BUSINESS ADMININSTRATOR'S SAL.	107,100	2,250	109,350	109,350.02	0
1714099	511182	PAYROLL BUSINESS ASSISTANT	54,101	1,621	55,722	55,722.24	0
1714099	511183	AP BUSINESS ASSISTANT	54,101	1,353	55,453	55,453.32	0
1714099	5127	DISTRICTWIDE SITE MANAGERS	15,000	-4,676	10,324	9,491.25	833
1714099	5129	OTHER STIPENDS	6,364	-3,464	2,900	2,900.04	0
1714099	5300	CONTRACTED SERVICES	0	10,444	10,444	6,244.22	4,200
1714099	5304	ANNUAL AUDIT	4,000	0	4,000	4,000.00	0
1714099	5421	OFFICE SUPPLIES	250	-1	249	249.43	0
1714099	5424	COMPUTER SUPPLIES	100	-100	0	0.00	0

1714099	5710	BUSINESS ADMINISTRATOR'S MILEG	100	24	124	124.23	0
1714099	5732	BUSINESS ADMINISTRATOR'S DUES	850	0	850	850.00	0
1714099	5786	BUS MGR. PROF.DEVELOPMENT	1,500	0	1,500	1,500.00	0
		Total 1714099 ADMINISTRATION SUPPOR	243,466	7,452	250,917	245,884.75	5,033
1714399	5306	LEGAL SERVICES	0	1,917	1,917	1,916.51	0
		Total 1714399 LEGAL SERVICES	0	1,917	1,917	1,916.51	0
1714510	511191	SCHOOL TECH SUPPORT/MAINT SAL D/W	105,213	10,241	115,453	115,453.27	0
1714510	5711	NETWORK TECH TRAVEL	664	-635	29	28.79	0
		Total 1714510 ADMINISTRATIVE TECHNO	105,877	9,606	115,482	115,482.06	0
1721008	511152	DIR. OF PUPIL SERVICES SAL.	107,250	3,225	110,475	110,475.04	0
1721008	511172	JOB COACH	43,500	870	44,370	44,370.06	0
1721008	511184	SECRETARIES' SALARIES SPEC ED.	24,480	70	24,550	24,550.40	0
1721008	512078	CLINICAL SERVICES STAFF	158,911	1,777	160,687	160,687.28	0
		Total 1721008 SUPERVISORY - SPECIAL	334,141	5,942	340,083	340,082.78	0
1721009	511153	ASST. SUPERINTENDENT'S SALARY	128,000	3,840	131,840	131,840.02	0
1721009	511172	MATH COACH	34,488	-17,954	16,534	16,533.83	0
1721009	511184	SECRETARY TO ASST SUPERINTENDE	24,480	106	24,586	24,585.58	0
1721009	5323	ELE TRANSLATORS	5,000	7,873	12,873	12,586.65	286
1721009	5421	ASST. SUPERINTENDENTS' SUPP.	1,500	-268	1,232	1,232.35	0
1721009	5510	ELL TEACHING SUPPLIES	5,000	-1,138	3,862	3,861.88	0
1721009	5520	ELL TESTING SUPPLIES	2,000	-2,000	0	0.00	0
1721009	5713	ELL STAFF TRAVEL	100	-100	0	0.00	0
1721009	5732	ASST. SUPERINTENDENT DUES	850	-571	279	279.00	0
1721009	5733	ASST. SUPER. PUBLICATIONS	300	-180	120	120.00	0
1721009	5738	ASST. SUPER PROF DEVELOPMENT	1,500	227	1,727	1,726.96	0
		Total 1721009 SUPERVISORY - CURRICU	203,218	-10,165	193,052	192,766.27	286
1721010	511155	DIRECTOR OF TECHNOLOGY	93,244	2,256	95,500	95,500.08	0
1721010	511157	DISTRICT DATA COORDINATOR	54,101	1,352	55,453	55,452.54	0
1721010	5421	DIR. OF TECHNOLOGY'S SUPPLIES	7,500	-3,204	4,296	4,295.69	0
1721010	5734	DIRECTOR OF TECH DUES	769	-24	745	745.00	0
1721010	5738	DIR.TECH PROF DEV	1,500	-635	865	865.35	0
1721010	5800	TECHNICAL EQUIPMENT	0	13,124	13,124	13,123.57	0
		Total 1721010 SUPERVISORY - TECHNOL	157,114	12,868	169,982	169,982.23	0
1721012	5344	ATHLETIC DIRECTOR'S POSTAGE	300	-143	157	157.20	0
1721012	5421	ATHLETIC DIRECTOR'S SUPPLIES	460	-90	370	370.23	0
1721012	5732	ATHLETIC DIRECTOR'S DUE	300	-225	75	75.00	0
		Total 1721012 SUPERVISORY - ATHLETI	1,060	-458	602	602.43	0
1721013	5421	FINE ARTS DIRECTOR'S SUPPLIES	565	-325	240	240.00	0
1721013	5710	FINE ARTS DIRETOR'S MILEAGE	525	-525	0	0.00	0
1721013	5732	FINE ARTS DIRECTOR'S DUES	135	-135	0	0.00	0

		Total 1721013 SUPERVISORY - FINE AR	1,225	-985	240	240.00	0
1721099	511165	ATHLETIC DIRECTOR'S SALARY	0	6,538	6,538	6,538.46	0
1721099	511184	ATHLETIC DIR SECRETARY SAL	37,746	1,711	39,457	39,456.87	0
1721099	512074	S/W HOMEBOUND TEACHER SALARIES	0	8,436	8,436	8,390.88	45
1721099	5300	HOMEBOUND CONTRACTED SERVICES	0	3,932	3,932	3,931.80	0
		Total 1721099 SUPERVISORY - CENTRAL	37,746	20,617	58,363	58,318.01	45
1723008	511158	TEAM CHAIRPERSONS	229,467	4,181	233,648	233,647.74	0
1723008	511180	SPECIALISTS	321,420	53	321,473	321,420.06	53
1723008	512073	SPED SUMMER TEACHERS	40,000	-5,684	34,316	34,316.27	0
1723008	5129	OTHER STIPENDS	19,332	-2,237	17,095	17,094.65	0
1723008	5510	SUPPLIES, CLASSRM, SPED EDUC	0	7,089	7,089	7,088.50	0
		Total 1723008 SPECIAL EDUCATION TEA	610,219	3,401	613,620	613,567.22	53
1723010	5263	COMPUTER TECH MAINT. CONTRACTS	39,960	793	40,753	40,753.45	0
1723010	5312	D/W COMPUTER SOFTWARE	108,700	67,781	176,481	173,980.60	2,500
1723010	5313	COMPUTER TECH HARDWARE	0	29,012	29,012	29,011.55	0
1723010	5510	DISTRICT WIDE TECH SUPPLIES	0	33,481	33,481	26,326.18	7,155
		Total 1723010 TEACH - TECH - OTHER	148,660	131,067	279,727	270,071.78	9,655
1723099	5119	SALARIES'RESERVE/PERFORMANCE	482,897	-482,897	0	0.00	0
1723099	517007	TEACHERS' SAL.ACC.LEAVE/RETIRE	51,013	-24,298	26,715	26,715.10	0
		Total 1723099 TEACH - SW - OTHER	533,910	-507,195	26,715	26,715.10	0
1723509	511172	CONCURRENT ENROLLMENT SALARIES	30,000	-23,604	6,396	6,396.00	0
1723509	512071	SUBSTITUTES-SYST.WIDE PROF DEV	10,000	4,505	14,505	14,504.85	0
1723509	5510	SYSTEM WIDE CLASSROOM SUPPL	9,000	-1,419	7,581	5,325.79	2,255
1723509	5519	SUPPLIES-PROF.DEVELOPMENT	0	80	80	79.58	0
1723509	5712	SYSTEM-WIDE ADMIN TRAVEL	15,000	-4,873	10,127	10,116.62	10
1723509	5731	SYSTEM-WIDE PROFFESIONAL DEV.	70,000	14,453	84,453	72,285.32	12,168
1723509	5732	COURSE REIMB.SYSTEM-WIDE	0	12,000	12,000	11,999.99	0
		Total 1723509 TEACH - CURR - OTHER	134,000	1,141	135,141	120,708.15	14,433
1724099	5513	TEXTBOOKS-SYSTEM-WIDE	145,000	38,920	183,920	183,159.97	760
		Total 1724099 SYSTEMWIDE TEXTBOOKS	145,000	38,920	183,920	183,159.97	760
1728008	511159	BCBA	25,007	-7,943	17,064	17,064.46	0
1728008	511160	BCABA	0	2,117	2,117	2,116.51	0
1728008	511177	SCHOOL PSYCHOLOGIST SALARY	159,711	0	159,711	159,711.24	0
		Total 1728008 PSYCHOLOGICAL SERVICE	184,718	-5,826	178,892	178,892.21	0
1732099	512085	SALARY, NURSE, SUBSTITUTES	9,000	12,318	21,318	21,317.69	0
1732099	5307	PHYSICIAN'S STIPEND	5,000	-500	4,500	4,500.00	0
1732099	5329	HEALTH CONTRACTED SERVICE	1,000	-250	750	750.00	0
1732099	5501	HEALTH SERVICE, SUPPLIES	3,500	193	3,693	3,692.88	0
1732099	5710	NURSES'S MILEAGE REIMB	100	-100	0	0.00	0
1732099	5731	NURSES' CONFERENCES	500	-500	0	0.00	0

		Total 1732099 HEALTH SVCS - SW	19,100	11,161	30,261	30,260.57	0
1733008	5330	TRANSPORTATION OF PUPILS, SPED	85,660	34,283	119,943	119,942.60	0
		Total 1733008 PUPIL TRANS - SW	85,660	34,283	119,943	119,942.60	0
1733099	5330	TRANSPORTATION OF PUPILS, REG	626,780	2,750	629,530	629,530.00	0
1733099	5335	TRANSPORTATION-COMM.LEARNING	12,000	232	12,232	12,232.42	0
		Total 1733099 PUPIL TRANS - SW	638,780	2,982	641,762	641,762.42	0
1735013	512070	MUSIC STAFF DUTIES, SALARY	3,000	-2,400	600	600.00	0
1735013	551086	AWARDS, OTHER, FINE ARTS	900	-22	878	878.25	0
1735013	551087	TRANS. & REGISTRATION, MUSIC	9,350	-508	8,842	8,841.72	0
1735013	5526	FINE ARTS' EQUIP. REP. & MAINT	4,800	-1,870	2,930	2,929.64	0
		Total 1735013 STUDENT BODY - SW - F	18,050	-4,800	13,250	13,249.61	0
1741099	511192	SALARIES CUSTODIANS, CEN ADMIN	21,914	4,023	25,936	25,936.47	0
1741099	513092	SALARIES CUSTODIANS, OVERTIME	10,000	-4,677	5,323	5,322.60	0
1741099	5211	LIGHTS/POWER CENTRAL OFFICE	15,343	-9,052	6,291	6,291.34	0
1741099	5214	HEATING FUEL, CENTRAL ADMIN.	18,390	-4,020	14,370	14,369.76	0
1741099	5340	TELEPHONE, CENTRAL ADMIN.	6,000	-3,015	2,985	2,984.51	0
1741099	5450	SUPPLIES CUSTODIAL, CEN. ADMIN	1,500	450	1,950	1,950.37	0
1741099	5710	CUSTODIANS' MILEAGE REIMB.	2,000	-2,000	0	0.00	0
		Total 1741099 O&P - SW	75,147	-18,292	56,855	56,855.05	0
1742099	511198	FACILITY DIRECTOR	97,290	2,920	100,210	100,209.98	0
1742099	511291	PART-TIME MAINT MEN SALARY	22,348	447	22,795	22,794.98	0
1742099	5129	OTHER STIPENDS	240	344	584	584.35	0
1742099	5262	EQUIPMENT REPAIRS SYSTEM-WIDE	10,000	-10,000	0	0.00	0
1742099	5263	EQUIP SVC CONTRACTS SYSTEMWIDE	60,000	15,712	75,712	75,712.29	-4,432
1742099	5264	FIRE EXTINGUISHER INSPECTIONS	2,500	-196	2,304	2,303.69	0
1742099	5331	BUILDING SECURITY	30,000	5,654	35,654	23,792.60	11,861
1742099	5430	BLDG REPAIRS/IMPROVE CEN ADMIN	7,000	1,391	8,391	7,881.17	410
1742099	5480	TRUCK GAS & MAINTENANCE	10,000	-6,020	3,980	3,812.08	168
1742099	5850	EQUIPMENT PURCHASES	0	16,066	16,066	0.00	16,066
		Total 1742099 MAINT OF PLANT - SW	239,378	26,318	265,696	237,091.14	24,073
1755099	511190	CROSSING GUARDS	45,000	-7,002	37,998	37,997.79	0
		Total 1755099 OTHER FIXED CHARGES	45,000	-7,002	37,998	37,997.79	0
1769008	5333	NON-PUBLIC TRANSPORTATION SPED	135,712	70,190	205,902	205,901.51	0
		Total 1769008 TRANS TO NONPUBLIC SP	135,712	70,190	205,902	205,901.51	0
1791008	5320	TUITION MASS. PUBLIC SCHOOLS	24,000	-24,000	0	0.00	0
		Total 1791008 PROGRAM W/MA PUBLIC S	24,000	-24,000	0	0.00	0
1793008	5322	TUITION, NON-PUBLIC SCHOOLS	323,660	-316,457	7,203	7,203.24	0
		Total 1793008 PROGRAM W/NON-PUBLIC	323,660	-316,457	7,203	7,203.24	0
1799008	5399	SPED.STABILIZATION	0	324,209	324,209	300,000.00	24,209
		Total 1799008 SPEC. EDUC. STABILIZA	0	324,209	324,209	300,000.00	24,209
1822011	511160	PRINCIPALS' SALARIES SWANSON	203,200	5,655	208,855	208,854.88	0

1822011	511184	SECRETARIES' SALARIES SWANSON	69,660	2,897	72,557	72,556.65	0
1822011	5344	POSTAGE, SWANSON RD SCHOOL	600	400	1,000	1,000.00	0
1822011	5421	PRINCIPALS' SUPPLIES SWANSON	3,500	82	3,582	3,582.25	0
1822011	5422	PRINTING SUPPLIES SWANSON RD	15,000	-3,445	11,555	11,554.99	0
1822011	5734	DUES, PRINCIPALS, SWANSON ROAD	1,500	-965	535	535.00	0
1822011	5737	PRINC.PROF.DEVELOP SWIS	3,000	-1,453	1,547	1,547.36	0
		Total 1822011 PRINCIPAL - SR	296,460	3,171	299,631	299,631.13	0
1823008	511170	SPED TEACHERS' SAL SWANSON	341,972	-1,043	340,929	340,928.58	0
1823008	511172	SPED ABA SWANSON RD	111,983	-26,905	85,079	85,078.69	0
1823008	511179	SPED INSTR ASST. SWANSON	277,969	21,482	299,452	299,451.60	0
1823008	512070	SPED SUB TEACHERS' SWANSON	3,000	-1,674	1,326	1,325.83	0
1823008	512079	SPED INSTR ASSIT SUBS SWANSON	5,000	2,725	7,725	7,521.18	204
		Total 1823008 SWANSON RD SCHOOL SPE	739,925	-5,415	734,509	734,305.88	204
1823051	5100	ELL TUTOR	48,492	-94	48,398	48,397.58	0
1823051	511170	TEACHERS' SALARIES SWANSON RD	1,765,330	10,021	1,775,351	1,775,350.53	0
1823051	511172	MATH PARAPROFESSIOINAL SWANSON	38,493	653	39,146	39,145.72	0
1823051	511179	INSTRUCTIONAL ASST SAL SWANSON	38,087	-14,300	23,787	23,786.92	0
1823051	511180	SPECIALISTS SWANSON ROAD	589,063	556	589,619	589,618.54	0
1823051	512070	TEA. SALARIES, SUBS. SWANSON	34,000	12,505	46,505	45,920.28	585
1823051	512079	INSTR. ASST. SUBS SWANSON	9,500	9,776	19,276	18,984.47	291
1823051	5126	TEACHER IN CHARGE STIPEND	4,000	68	4,068	4,068.48	0
1823051	5127	AFTER SCHOOL PROGRAMMING	12,500	-3,185	9,315	9,315.00	0
1823051	5128	TECHNOLOGY STIPEND SWANSON	2,000	-279	1,721	1,720.77	0
1823051	5129	OTHER STIPENDS SWANSON	20,623	-9,779	10,844	10,843.53	0
1823051	5425	MUSIC SUPPLIES SWANSON	1,500	-743	757	757.09	0
1823051	5440	PHYSICAL ED SUPPLIES SWANSON	8,000	-4	7,996	7,996.25	0
1823051	5510	SUPPLIES, CLASSRM, SWANSON RD	20,500	188	20,688	20,515.55	172
1823051	5514	504 SUPPLIES SWANSON ROAD	500	-243	257	257.47	0
1823051	5518	ART SUPPLIES SWANSON ROAD	2,000	-264	1,736	1,736.45	0
1823051	5710	MILEGAE REIMB, TEACH SWANSON	100	-100	0	0.00	0
		Total 1823051 TEACH - SR - ELEM ED	2,594,688	4,775	2,599,463	2,598,414.63	1,048
1824051	5513	TEXTBOOKS, SWANSON ROAD	5,500	-490	5,010	5,010.27	0
		Total 1824051 TEXTBK - SR - ELEM ED	5,500	-490	5,010	5,010.27	0
1825051	5587	LIBRARY SUPPLIES SWANSON ROAD	2,500	-1,918	582	582.41	0
		Total 1825051 LIBRARY - SR	2,500	-1,918	582	582.41	0
1826051	5515	SUPPLIES, AUDIOVISUAL SWANSON	3,000	-2,761	240	239.50	0
		Total 1826051 AUDIO/VISUAL - SR	3,000	-2,761	240	239.50	0
1827054	511176	GUIDANCE SALARIES, SWANSON	127,484	1,020	128,504	128,504.19	0
1827054	5511	GUIDANCE SUPPLIES, SWANSON	1,000	-150	850	849.80	0
		Total 1827054 GUIDANCE - SR	128,484	870	129,354	129,353.99	0
1832099	511185	SALARY, NURSE, SWANSON ROAD	105,558	5,500	111,058	111,057.94	0

		Total 1832099 HEALTH SVCS - SR	105,558	5,500	111,058	111,057.94	0
1841099	511192	SALARIES CUSTODIANS, SWANSON	135,616	4,873	140,489	140,489.00	0
1841099	5211	LIGHTS/POWER SWANSON ROAD	46,300	17,066	63,366	63,365.80	0
1841099	5214	HEATING FUEL, SWANSON ROAD	25,000	12,417	37,417	37,417.02	0
1841099	5231	WATER, SWANSON ROAD	5,600	-1,755	3,845	3,845.27	0
1841099	5232	SEWER USE CHARGE SWANSON	4,100	-1,438	2,662	2,662.28	0
1841099	5340	TELEPHONE, SWANSON ROAD	3,200	-1,088	2,112	2,111.93	0
1841099	5450	SUPPLIES CUSTODIAL, SWANSON RD	10,000	1,987	11,987	11,986.83	0
		Total 1841099 O&P - SR	229,816	32,062	261,878	261,878.13	0
1842099	5430	BLDG REPAIRS/IMPROVE SWANSON	18,000	61,540	79,540	67,301.23	12,158
		Total 1842099 MAINT OF PLANT - SR	18,000	61,540	79,540	67,301.23	12,158
		<b>TOTAL SCHOOLS</b>	<b>24,981,761</b>	<b>0</b>	<b>24,981,761</b>	<b>24,857,431.42</b>	<b>119,397</b>
		<b>GRAND TOTAL TOWN &amp; SCHOOLS</b>	<b>60,021,668</b>	<b>2,708,311</b>	<b>62,729,979</b>	<b>60,447,079</b>	<b>2,274,173</b>

ORG	OBJ	ACCOUNT DESCRIPTION	ORIGINAL APPROP	TRANFRS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	AVAILABLE BUDGET
601	511101	SALARY SUPT.	75,687	0	75,687	75,683.73	3
601	511102	CLERICAL	46,703	0	46,703	46,702.20	1
601	511103	WAGES	254,718	-12,900	241,818	241,797.80	20
601	5130	OVERTIME	35,000	8,000	43,000	42,599.45	401
601	5211	ELECTRICITY	110,000	38,250	148,250	146,001.39	2,249
601	5213	HEATING FUEL	3,250	2	3,252	3,251.76	0
601	5214	HEATING OIL	3,000	-3,000	0	0.00	0
601	5230	WATER	4,000	-1,350	2,650	1,737.75	912
601	5241	M V MAINTENANCE	5,500	0	5,500	4,968.65	531
601	5242	REPAIR	58,000	-6,500	51,500	46,211.05	5,289
601	5290	CONTRACT SERVICE	5,000	-150	4,850	4,727.64	122
601	5304	COMPUTER SERVICE	2,800	-2,800	0	0.00	0
601	5340	PHONES & ALARMS	5,000	-2	4,998	4,449.23	549
601	5343	POSTAGE	8,500	-850	7,650	7,583.97	66
601	5421	OFFICE SUPPLIES	1,900	-700	1,200	701.21	499
601	5430	BLDG MAINTENANCE	6,530	-1,500	5,030	4,232.85	797
601	5480	M V FUEL	15,000	-2,000	13,000	12,005.34	995
601	5580	UNIFORM/WIPES	2,000	0	2,000	1,589.26	411
601	5588	CHEMICAL SUPPLY	2,000	-2,000	0	0.00	0
601	5650	UBWPAD	1,108,849	0	1,108,849	1,108,848.38	1
601	5732	DUES/LICENSES	1,700	-500	1,200	1,200.00	0
601	5780	EDUCATION	1,470	0	1,470	798.20	672
601	5781	FEES/PERMITS	245	0	245	28.35	217
601	5782	CONTINGENCY	12,000	-12,000	0	0.00	0
601	5783	RETAINED EARNINGS	100,000	-100,000	0	0.00	0
601	5852	UPLAND STREET SEWER MAIN BREAK	0	100,000	100,000	242,937.30	-142,937

601	585202	FORCE MAIN SOUTHBRIDGE COURT	0	0	0	41,048.74	-41,049
		<b>TOTAL 601 SEWER OPERATING EXP</b>	<b>1,868,852</b>	<b>0</b>	<b>1,868,852</b>	<b>2,039,104.25</b>	<b>-170,252</b>
602	581820	A4ATM17-SEWER LINE REPAIR	50,000	0	50,000	50,000.00	0
602	581821	A4ATM17-SEWER PUMPS	60,000	0	60,000	52,218.36	7,782
		<b>TOTAL 602 SEWER CY ARTICLES</b>	<b>110,000</b>	<b>0</b>	<b>110,000</b>	<b>102,218.36</b>	<b>7,782</b>
605	5343	POSTAGE	0	2,046	2,046	0.00	2,046
		<b>TOTAL 605 SEWER PY ENCUMBRANCES</b>	<b>0</b>	<b>2,046</b>	<b>2,046</b>	<b>0.00</b>	<b>2,046</b>
606	581525	A27ATM14-SEWER GRINDER	0	1,304	1,304	1,203.15	101
606	581718	A4ATM16-SEWER LINE REPAIR	0	2,747	2,747	2,326.80	420
606	581719	A4ATM16-SEWER PUMPS	0	26,764	26,764	26,764.08	0
606	581731	A22ATM16-SEWR GRINDER HOLSTROM	0	13,255	13,255	13,141.85	113
606	589541	FTM04A16-BIOFILTER-PINROCK	0	30,392	30,392	0.00	30,392
		<b>TOTAL 606 SEWER PY ARTICLES</b>	<b>0</b>	<b>74,462</b>	<b>74,462</b>	<b>43,435.88</b>	<b>31,026</b>
		<b>GRAND TOTAL 60 SEWER ENTERPRISE FUND</b>	<b>1,978,852</b>	<b>76,508</b>	<b>2,055,360</b>	<b>2,184,758.49</b>	<b>-129,398</b>

ORG	OBJ	ACCOUNT DESCRIPTION	ORIGINAL APPROP	TRANFRS/ADJSMTS	REVISED BUDGET	YTD EXPENDED	BALANCE
621	5100	SALARY	94,447	0	94,447	94,389.95	57
621	5112	PART TIME WAGES	13,000	0	13,000	6,050.00	6,950
621	5242	EQUIPMENT MAINTENANCE	22,000	0	22,000	20,908.37	1,092
621	5273	EQUIPMENT RENTAL	200	0	200	0.00	200
621	5300	CONTRACTED SERVICES	5,000	0	5,000	4,310.25	690
621	5306	LEGAL	2,000	0	2,000	0.00	2,000
621	5353	PRODUCTION MUSIC	200	0	200	200.00	0
621	5354	PRODUCTION CLASS	7,000	0	7,000	7,000.00	0
621	542102	MISC SUPPLIES	200	0	200	0.00	200
621	5710	TRAVEL	600	0	600	0.00	600
621	5781	CONTINGENCY	15,000	0	15,000	0.00	15,000
621	5784	EDUCATION	5,000	0	5,000	100.00	4,900
621	5787	PROGRAMMING	200	0	200	0.00	200
621	585701	NEW EQUIPMENT	25,000	0	25,000	19,625.42	5,375
		<b>TOTAL AUBURN COMMUNITY TV</b>	<b>189,847</b>	<b>0</b>	<b>189,847</b>	<b>152,583.99</b>	<b>37,263</b>
622	581827	A4ATM17-STAGE LIGHTS PAPPAS	28,170	-28,170	0	0.00	0
		<b>TOTAL 622 AUB.COMM.TV-CY ARTICLES</b>	<b>28,170</b>	<b>-28,170</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
		<b>GRAND TOTAL 62 CABLE TV ENTERPRISE</b>	<b>218,017</b>	<b>-28,170</b>	<b>189,847</b>	<b>152,583.99</b>	<b>37,263</b>

ORG	OBJ	ACCOUNT DESCRIPTION	ORIGINAL APPROP	TRANFRS/ADJSMTS	REVISED BUDGET	YTD EXPENDED	BALANCE
701	511101	SUPERINTENDENT	55,204	0	55,204	55,204.24	0
701	511128	GROUNDSKEEPER	37,500	0	37,500	37,499.80	0
701	511221	SEASONAL GOLF	52,100	6,300	58,400	57,497.39	902
701	5214	FUEL/UTILITIES	20,000	-1,000	19,000	19,000.00	0



701	5421	MISC. SUPPLIES	5,000	-13	4,987	4,987.29	0
701	5430	BUILDING MAINTENACE	2,000	0	2,000	2,000.00	0
701	5432	FERTILIZER & MATERIALS	30,000	0	30,000	30,000.00	0
701	5460	GOLF COURSE MAINTENANCE	20,000	0	20,000	20,000.00	0
701	5703	BANKING CHARGES & EXPENSES	5,000	0	5,000	5,000.00	0
701	5781	CONTINGENCY	10,000	-3,800	6,200	6,200.00	0
701	5796	CONCESSIONS	2,500	0	2,500	2,499.54	0
701	5798	MERCHANDISE	3,000	13	3,013	3,012.71	0
701	5800	EQUIPMENT	75,000	-1,500	73,500	73,480.23	20
		<b>TOTAL 70 PAKACHOAG GOLF ENTERPRISE</b>	<b>317,304</b>	<b>0</b>	<b>317,304</b>	<b>316,381.20</b>	<b>923</b>

ORG	OBJ	ACCOUNT DESCRIPTION	ACTUAL REVENUE
010122	4320	FEES/USAGE	-70.00
010122	4410	LIQUOR LICENSES	-46,685.00
010122	4421	BUSINESS LICENSES	-12,405.00
010122	4770	PARKING FINES	-11,103.20
010122	4820	INSURANCE DIVIDENDS	-2,865.00
010122	484005	FRANCHISE FEES	-2,505.00
		Total 010122 SELECTMEN REVENUES	-75,633.20
010135	484001	NOT OTHERWISE CLASSIFIED MISC	-939.03
		Total 010135 TOWN ACCOUNTANT REVENUE	-939.03
010141	432101	FEES/MISC.	-885.00
		Total 010141 ASSESSORS' REVENUES	-885.00
010145	4142	TAX LIENS REDEEMED/TREAS.	-228,096.75
010145	414201	SPEC.ASSESS.LIENED/TREAS.	-3,910.72
010145	4173	INT.& PEN.ON TAX TITLE	-72,360.32
010145	4180	PAYMENTS IN LIEU OF TAXES	-42,715.73
010145	4190	CSI/ROOM OCCUPANCY EXCISE	-825,844.31
010145	4191	MEALS TAX	-412,739.52
010145	4321	FEES/TAX TITLE	-3,138.00
010145	4612	CS/ABATEMENTS TO VETERANS	-126,022.00
010145	4613	CS/ABATEMENTS TO SURVIV.SPOUSE	0.00
010145	4615	CS/ABATEMENTS TO THE ELDERLY	-24,598.00
010145	4620	CS/SCHOOL AID CHAP.70	-10,078,534.00
010145	4629	C/S CHARTER REIMBURSEMENT	-38,486.00
010145	4662	CS/LOCAL AID-LOTTERY,BEANO,GAM	-1,710,866.00
010145	4669	D.P.U UBER TRANSPORTATION	-2,503.40
010145	4670	STATE-HOMELESS TRANSPORTATION	-6,453.00
010145	4671	VOC.TRANSPORT OUT OF DISTRICT	-385.00
010145	4699	MEDICAL ASSISTANCE PROGRAM	-181,255.20
010145	4770	DISTRICT COURT FINES	-22,520.28
010145	477001	COMM/CIVIL M.V.INFRACTIONS	-83,935.25

010145	4820	EARNINGS	-93,773.75
010145	4840	NOT OTHERWISE CLASSIFIED/MISC.	-80.00
010145	484001	INSUFFICIENT FUNDS CHECKS	-520.00
		Total 010145 TREASURER'S REVENUES	-13,958,737.23
010146	411000	2000 PERSONAL PROPERTY	-58.65
010146	411014	2014 PERSONAL PROPERTY TAX	-102.23
010146	411015	2015 PERSONAL PROPERTY	-53.27
010146	411016	2016 PERSONAL PROPERTY	-399.64
010146	411017	2017 PERSONAL PROPERTY	-15,399.26
010146	411018	2018 PERSONAL PROPERTY	-1,890,596.22
010146	411099	1999 PERSONAL PROPERTY TAX	-52.52
010146	412013	2013 REAL ESTATE TAX	-3,858.30
010146	412014	2014 REAL ESTATE TAX	-2,206.93
010146	412015	2015 REAL ESTATE	3.61
010146	412016	2016 REAL ESTATE	-478.27
010146	412017	2017 REAL ESTATE	-358,843.04
010146	412018	2018 REAL ESTATE	-38,703,015.65
010146	4130	SUPPLEMENTAL RE TAX	-30,327.09
010146	4135	RE ASSESSMENT/INCOME & EXPENSE	-26,271.41
010146	414217	2017 TRASH LIEN COLLECTOR	-5,632.17
010146	414218	2018 TRASH LIEN COLLECTOR	-137,678.11
010146	415010	2010 MOTOR VEHICLE EXCISE	-299.69
010146	415011	2011 MOTOR VEHICLE EXCISE	-177.50
010146	415012	2012 MOTOR VEHICLE EXCISE	-642.71
010146	415013	2013 MOTOR VEHICLE EXCISE	-1,428.66
010146	415014	2014 MOTOR VEHICLE EXCISE	-1,634.80
010146	415015	2015 MOTOR VEHICLE EXCISE	-3,972.70
010146	415016	2016 MOTOR VEHICLE EXCISE	-22,086.77
010146	415017	2017 MOTOR VEHICLE EXCISE	-417,974.90
010146	415018	2018 MOTOR VEHICLE EXCISE	-2,736,866.78
010146	415080	PR.YRS.MVE ABATED	-1,509.03
010146	4160	TRAILER PARKS	-50,892.00
010146	4171	INT.& PEN.ON PERS.PROP.TAXES	-4,542.68
010146	4172	INT.& PEN.ON REAL ESTATE TAXES	-78,558.86
010146	4175	INT.& PEN.ON OTHER EXCISE	-8,586.54
010146	4176	DEMANDS	-95,870.35
010146	4177	INT.&PEN.ON TRASH	-9,811.08
010146	4321	FEES/LIENS	-19,175.00
010146	432102	FEES/MOTOR VEHICLE MARKING	-17,420.00
010146	4322	DEPUTY COLECTOR'S FEES	7,621.95
010146	432314	2014 TRASH COLLECTION	-216.00
010146	432315	2015 TRASH COLLECTION	-304.00

010146	432316	2016 TRASH COLLECTION	-13,668.44
010146	432317	2017 TRASH COLLECTION	-23,508.75
010146	432318	2018 TRASH COLLECTION	-1,018,157.03
010146	475118	2018 SP.ASSESS APPORT ASSESS	-3,355.88
010146	475218	2018 AP.ASSESS/COMMIT INT ADD	-264.33
010146	4754	SPEC.ASSES/SEWER LIEN RELEASE	-28.00
010146	4820	EARNINGS	-703.24
010146	484001	INSUFFICIENT FUNDS CHECKS	-100.00
010146	4850	OVER/UNDER	25.40
		Total 010146 COLLECTOR'S REVENUES	-45,699,077.52
010161	4322	FEES/OTHER	-29,228.70
010161	4420	OTHER LICENSES/MARRIAGE	-3,000.00
010161	477001	NON-CRIM.FINE/POLICE DEPT.	-14,600.00
010161	477003	NON-CRIM.FINE/BUILDING INSP.	-650.00
010161	477004	NON-CRIM.FINE/DOG OFFICER-VIOL	-11,600.00
010161	477006	NON-CRIM.FINE/HEALTH DEPT.	-500.00
		Total 010161 CLERK'S REVENUES	-59,578.70
010175	4321	FEES	-9,701.90
		Total 010175 PLANNING BOARD REVENUE	-9,701.90
010176	4321	FEES	-8,907.56
		Total 010176 BOARD OF APPEALS REVEN	-8,907.56
010210	4371	OTHER REVENUE/SURCHARGE	-19,856.59
010210	437201	REIMB/COMM.OF MASS.	-48.00
010210	4450	BUS.PERMITS/WORK SOLICITATION	-40.00
010210	4451	CANVASSING PERMIT	-2,300.00
010210	4840	RESTITUTION	-375.00
010210	484001	MISCELLANEOUS REVENUE	-8,656.99
		Total 010210 POLICE REVENUES	-31,276.58
010220	4321	FEES	-50.00
010220	4371	OTHER REVENUE/MISC.	-42.74
010220	4450	BUSINESS PERMITS	-33,502.99
		Total 010220 FIRE DEPT REVENUES	-33,595.73
010241	4321	FEES	-6,457.00
010241	4450	BUSINESS PERMITS	-541,420.10
		Total 010241 CODE ENFORCEMENT REVEN	-547,877.10
010242	4450	BUSINESS PERMITS	-15,904.30
		Total 010242 GAS/PLUMBING INSP. REV	-15,904.30
010244	4321	FEES	-9,045.40
		Total 010244 INSP/WEIGHTS&MEAS. REV	-9,045.40
010245	4321	FEES	-34,470.46
		Total 010245 WIRING INSP. REVENUES	-34,470.46

010300	4371	OTHER REVENUE/SURCHARGE	-170.00
		Total 010300 SCHOOL REVENUES	-170.00
010411	4450	TRENCH PERMITS	-900.00
		Total 010411 ENGINEER REVENUES	-900.00
010421	4321	FEES/ROAD OPENINGS	-4,444.60
010421	4810	SALE OF INVENTORY/SCRAP	-42,107.67
010421	484007	BID/PLAN DEPOSITS	-180.00
		Total 010421 HIGHWAY REVENUES	-46,732.27
010491	4321	FEES/FOUNDATIONS & INTERMENTS	-80,987.20
		Total 010491 CEMETARY REVENUES	-80,987.20
010511	4372	OTHER REVENUE/MISC.	-6,707.00
010511	4421	BUSINESS LICENSES	-3,020.00
010511	4450	BUSINESS PERMITS	-49,005.00
		Total 010511 BOARD OF HEALTH REVENU	-58,732.00
010541	4321	FEES/BUS RECEIPTS	-5,938.50
010541	4710	WRTA REIMB.VAN DRIVERS/GAS	-32,247.23
		Total 010541 COUNCIL ON AGING REVEN	-38,185.73
010610	4320	FEES/USAGE	-4,178.15
010610	4770	FINES	-7,118.29
		Total 010610 LIBRARY REVENUES	-11,296.44
010991	4970	TRANSFERS IN	-83,312.68
010991	4971	TRANSFERS IN FROM SPEC.REVENUE	-1,279,901.45
010991	4972	TRANSFERS IN FROM EXP-TRUST	-64,345.06
010991	4976	TRANSFER IN-SEWER INDIRECT	-504,562.28
010991	4977	TRANSFER IN-GOLF ENTERPRISE	-35,092.97
		Total 010991 OTHER FINANCING SOURCE	-1,967,214.44
		<b>Total 01 GENERAL FUND REVENUE</b>	<b>-62,689,847.79</b>

ORG	OBJ	ACCOUNT DESCRIPTION	ACTUAL REVENUE
600	4142	TAX LIENS RECEIV/TREAS.	-8,979.64
600	414213	2013 SEWER LIEN COLLECTOR	23.07
600	414217	2017 SEWER LIEN COLLECTOR	-16,318.95
600	414218	2018 SEWER USE LIEN COLLECTOR	-140,918.41
600	4178	INTEREST & PEN. ON SEWER	-13,727.47
600	4210	USER CHARGES/U.B.W.P.A.D.	-88,889.78
600	421014	2014 SEWER USER CHARGES	-513.51
600	421015	2015 SEWER USER CHARGES	-717.94
600	421016	2016 SEWER USER CHARGES	-51,912.57
600	421017	2017 SEWER USER CHARGES	-2,228,270.69
600	4270	SEWER CONNECTION FEES	-68,688.00
600	475116	2016 SP.ASSESS/APPORT ASSESS	-858.46
600	475118	2018 SP.ASSESS APPORT ASSESS	-14,638.07

600	475218	2018 AP.ASSESS/COMMIT INT ADD	-6,508.10
600	4753	SPEC ASSES/ APPOR PAID-IN-ADV	-20,692.48
600	4820	EARNINGS	-6,395.40
600	4840	NOT OTHERWISE CLASSIFIED	-5,532.03
600	4850	OVER/UNDER	19.05
		<b>Total 600 SEWER ENTERPRISE REVENUES</b>	<b>-2,673,519.38</b>

ORG	OBJ	ACCOUNT DESCRIPTION	ACTUAL REVENUE
620	4971	TRANSFERS IN FROM SPEC.REVENUE	-284,806.68
		<b>TOTAL 620 AUBURN COMMUNITY TV REVENUE</b>	<b>-284,806.68</b>

ORG	OBJ	ACCOUNT DESCRIPTION	ACTUAL REVENUE
700	4321	GREENS FEES	-401,818.78
700	4820	EARNINGS	-3,202.38
700	4822	BANK SERVICE/FEE CHARGES	1,348.48
		<b>TOTAL 70 PAKACHOAG GOLF REV ENTERPRISE</b>	<b>-403,672.68</b>

**FY2018 FINAL BALANCE SHEET**

FUND	OBJECT	ACCOUNT DESCRIPTION	ACCOUNT TYPE	ACCOUNT BALANCE
'01	'1020	'PETTY CASH	'Asset	1,795.00
'01	'1040	'CASH	'Asset	49,473,637.04
'01	'1090	'POOLED CASH	'Asset	(31,433,405.21)
'01	'121001	'2001 PERSONAL PROPERTY	'Asset	438.42
'01	'121002	'2002 PERSONAL PROPERTY	'Asset	86.65
'01	'121003	'2003 PERSONAL PROPERTY	'Asset	87.01
'01	'121004	'2004 PERSONAL PROPERTY	'Asset	3,694.36
'01	'121005	'2005 PERSONAL PROPERTY	'Asset	5,663.33
'01	'121006	'2006 PERSONAL PROPERTY TAX	'Asset	5,663.09
'01	'121007	'2007 PERSONAL PROPERTY TAXES	'Asset	8,983.28
'01	'121008	'2008 PERSONAL PROPERTY TAX	'Asset	13,498.13
'01	'121009	'2009 PERSONAL PROPERTY TAX	'Asset	15,379.20
'01	'121010	'2010 PERSONAL PROPERTY	'Asset	26,439.06
'01	'121011	'2011 PERSONAL PROPERTY	'Asset	15,158.81
'01	'121012	'2012 PERSONAL PROPERTY TAX	'Asset	18,198.53
'01	'121013	'2013 PERSONAL PROPERTY	'Asset	13,103.60
'01	'121014	'2014 PERSONAL PROPERTY	'Asset	3,587.88
'01	'121015	'2015 PERSONAL PROPERTY	'Asset	8,002.39
'01	'121016	'2016 PERSONAL PROPERTY	'Asset	6,261.16
'01	'121017	'2017 PERSONAL PROPERTY	'Asset	22,614.22
'01	'121018	'2018 PERSONAL PROPERTY	'Asset	28,130.92
'01	'121096	'1996 PERSONAL PROPERTY TAX	'Asset	15.25
'01	'121097	'1997 PERSONAL PROPERTY TAX	'Asset	53.50

'01	'122011	'2011 REAL ESTATE TAX	'Asset	4.62
'01	'122012	'2012 REAL ESTATE TAX	'Asset	4.82
'01	'122013	'2013 REAL ESTATE TAX	'Asset	1,050.20
'01	'122014	'2014 REAL ESTATE TAX	'Asset	1,049.96
'01	'122015	'2015 REAL ESATE TAX	'Asset	10,564.42
'01	'122016	'2016 REAL ESTATE	'Asset	13,219.68
'01	'122017	'2017 REAL ESTATE	'Asset	16,917.16
'01	'122018	'2018 REAL ESTATE	'Asset	561,727.23
'01	'1230	'SUPPLEMENTAL RE TAX	'Asset	8,111.43
'01	'1240	'TAX LIENS RECEIVABLE	'Asset	856,760.70
'01	'1253	'DEFERRED PROPERTY TAX	'Asset	37,147.25
'01	'126011	'2011 MOTOR VEHICLE EXCISE	'Asset	4,665.52
'01	'126012	'2012 MOTOR VEHICLE EXCISE	'Asset	6,271.90
'01	'126013	'2013 MOTOR VEHICLE EXCISE	'Asset	6,087.33
'01	'126014	'2014 MOTOR VEHICLE EXCISE	'Asset	11,188.68
'01	'126015	'2015 MOTOR VEHICLE EXCISE	'Asset	13,103.98
'01	'126016	'2016 MOTOR VEHICLE EXCISE	'Asset	17,740.10
'01	'126017	'2017 MOTOR VEHICLE EXCISE	'Asset	44,597.45
'01	'126018	'2018 MOTOR VEHICLE EXCISE	'Asset	171,794.57
'01	'126090	'1990 & PRIOR MOTOR VEHICLE EXC	'Asset	32,896.75
'01	'126091	'1991 MOTOR VEHICLE EXCISE	'Asset	7,376.74
'01	'126092	'1992 MOTOR VEHICLE EXCISE	'Asset	5,665.99
'01	'131013	'2013 DEPTL TRASH	'Asset	111.88
'01	'131014	'2014 DEPTL TRASH	'Asset	(41.38)
'01	'131016	'2016 DEPTL TRASH	'Asset	608.00
'01	'131017	'2017 DEPTL TRASH	'Asset	447.00
'01	'131018	'2018 DEPTL TRASH	'Asset	82,371.43
'01	'133012	'2012 TRASH LIEN COLLECTOR	'Asset	17.34
'01	'133014	'2014 TRASH LIEN COLLECTOR	'Asset	279.34
'01	'133016	'2016 TRASH LIEN COLLECTOR	'Asset	160.86
'01	'133018	'2018 TRASH LIEN COLLECTOR	'Asset	19,869.91
'01	'1331	'TRASH LIENED/TREASURER	'Asset	21,448.11
'01	'1335	'RE ASSESSMENT-INCOME/EXPENSE	'Asset	3,424.20
'01	'1340	'DEPARTM'TAL/TRAILERS	'Asset	5,028.00
'01	'1345	'POLICE DETAIL ADMIN FEE	'Asset	2,850.46
'01	'1346	'DEPT'L FIRE SPECIAL DETAIL	'Asset	86.70
'01	'144019	'2019 APPOR.ASSESS. N-Y-D	'Asset	3,184.84
'01	'144020	'2020 APPOR.ASSESS. N-Y-D	'Asset	67.43
'01	'1722	'DUE FM COMM/VETERANS' REIMB.	'Asset	43,275.80
'01	'1880	'TAX FORECLOSURES	'Asset	221,303.25
'01	'2010	'WARRANTS PAYABLE	'Liability	1,409.53
'01	'2011	'PRE-PAID VACATION	'Liability	2,175.34
'01	'223020	'ALLOW FOR ABATE & EXEMPTIONS	'Liability	(833,376.78)

'01	'2521	'UNCLAIMED ITEMS (TAILINGS)	'Liability	(49,831.62)
'01	'2610	'DEF.REV/REAL & PERSONAL PROP.	'Liability	34,487.18
'01	'2615	'DEF REV-SUPPL RE TAX	'Liability	(8,111.43)
'01	'2622	'DEF.REV/TAX LIENS - TREAS.	'Liability	(856,760.70)
'01	'2623	'DEF.REV/TAX FORECLOSURES	'Liability	(221,303.25)
'01	'2624	'DEF.REV/TRASH LIENS - COLLECTO	'Liability	(20,327.45)
'01	'2625	'DEF.REV/TRASH LIENS - TREAS.	'Liability	(21,448.11)
'01	'2626	'DEF.REV/DEF.PROP TAX	'Liability	(37,147.25)
'01	'2630	'DEF.REV/MOTOR VEHICLE EXCISE	'Liability	(321,389.01)
'01	'2635	'DEF.REV-RE ASSESS/INC & EXPENS	'Liability	(3,424.20)
'01	'2653	'DEF.REV. FIRE DETAILS	'Liability	(86.70)
'01	'2654	'DEF.REV/DEPARTMENTAL	'Liability	(131,800.73)
'01	'2656	'DEF.REV-POLICE ADMIN FEE	'Liability	(2,850.46)
'01	'2660	'DEF.REV/SPECIAL ASSESSMENTS	'Liability	(3,252.27)
'01	'3211	'RESERVE FOR ENCUMBRANCES	'Fund Balance	(83,605.19)
'01	'3212	'ENCUMBRANCE CONTROL	'Fund Balance	83,605.19
'01	'3213	'RES.PR.YR.ENCUMBRANCES	'Fund Balance	(1,591,443.49)
'01	'3250	'FB/RES. FOR PETTY CASH	'Fund Balance	(1,795.00)
'01	'3295	'F/B RES.MIDDLE SCHL.DEBT & INT	'Fund Balance	(764,419.75)
'01	'3296	'F/B RES.HIGH SCHOOL DEBT & INT	'Fund Balance	(0.01)
'01	'3297	'F/B RES.PREMIUM OFFSET HS.BOND	'Fund Balance	(2,853.56)
'01	'3350	'F/B RES. TEACHERS PAY	'Fund Balance	(2,324,729.00)
'01	'3520	'FB/RES. FOR EXPENDITURES	'Fund Balance	(65,200.00)
'01	'3590	'UNRES/UNDES. FUND BALANCE	'Fund Balance	(13,246,046.55)
'01	'3910	'REVENUE CONTROL	'Fund Balance	-
'01	'3930	'EXPENDITURE CONTROL	'Fund Balance	-
'21	'1090	'POOLED CASH	'Asset	(101,276.05)
'21	'3211	'RESERVE FOR ENCUMBRANCES	'Fund Balance	327,331.98
'21	'3212	'ENCUMBRANCE CONTROL	'Fund Balance	(327,331.98)
'21	'3590	'UNRES.FB/UNRESTRICTED	'Fund Balance	101,276.05
'21	'3910	'REVENUE CONTROL	'Fund Balance	-
'21	'3930	'EXPENDITURE CONTROL	'Fund Balance	-
'22	'1090	'POOLED CASH	'Asset	491,321.46
'22	'3211	'RESERVE FOR ENCUMBRANCES	'Fund Balance	181,224.59
'22	'3212	'ENCUMBRANCE CONTROL	'Fund Balance	(181,224.59)
'22	'3590	'UNRES/UNDES. FUND BALANCE	'Fund Balance	(491,321.46)
'22	'3910	'REVENUE CONTROL	'Fund Balance	-
'22	'3930	'EXPENDITURE CONTROL	'Fund Balance	-
'23	'1070	'CASH RESTR/CH.811+637	'Asset	2,980.83
'23	'1090	'POOLED CASH	'Asset	(634,631.91)
'23	'171016	'DUE FR COMM-CHPT90	'Asset	667,082.56
'23	'2670	'DEF REV INTERGOVERNMENTAL	'Liability	(667,082.56)
'23	'3211	'RESERVE FOR ENCUMBRANCES	'Fund Balance	665,061.65

'23	'3212	'ENCUMBRANCE CONTROL	'Fund Balance	(665,061.65)
'23	'3590	'UNRES.FB/UNRESTRICTED	'Fund Balance	631,651.08
'23	'3910	'REVENUE CONTROL	'Fund Balance	-
'23	'3930	'EXPENDITURE CONTROL	'Fund Balance	-
'24	'1090	'POOLED CASH	'Asset	1,975,379.31
'24	'3211	'RESERVE FOR ENCUMBRANCES	'Fund Balance	61,955.04
'24	'3212	'ENCUMBRANCE CONTROL	'Fund Balance	(61,955.04)
'24	'3590	'UNRES.FB/UNRESTRICTED	'Fund Balance	(1,975,379.31)
'24	'3910	'REVENUE CONTROL	'Fund Balance	-
'24	'3930	'EXPENDITURE CONTROL	'Fund Balance	-
'25	'1090	'POOLED CASH	'Asset	34,826.73
'25	'171025	'DUE FR COMM/CDAG INDUSTRIAL PK	'Asset	119,361.88
'25	'2670	'DEF.REV. INTERGOVERNMENTAL	'Liability	(119,361.88)
'25	'3211	'RESERVE FOR ENCUMBRANCES	'Fund Balance	36,983.75
'25	'3212	'ENCUMBRANCE CONTROL	'Fund Balance	(36,983.75)
'25	'3590	'UNRES.FB/UNRESTRICTED	'Fund Balance	(34,826.73)
'25	'3910	'REVENUE CONTROL	'Fund Balance	-
'25	'3930	'EXPENDITURE CONTROL	'Fund Balance	-
'26	'1090	'POOLED CASH	'Asset	4,350,563.19
'26	'1360	'A/R AMBULANCE	'Asset	863,000.41
'26	'2654	'DEF.REV/DEPARTMENTAL	'Liability	(863,000.41)
'26	'3211	'RESERVE FOR ENCUMBRANCES	'Fund Balance	809,579.18
'26	'3212	'ENCUMBRANCE CONTROL	'Fund Balance	(809,579.18)
'26	'3590	'UNRES.FB/UNRESTRICTED	'Fund Balance	(4,350,563.19)
'26	'3910	'REVENUE CONTROL	'Fund Balance	-
'26	'3930	'EXPENDITURE CONTROL	'Fund Balance	-
'27	'1090	'POOLED CASH	'Asset	7,523.84
'27	'3590	'UNRES.FB/UNRESTRICTED	'Fund Balance	(7,523.84)
'27	'3910	'REVENUE CONTROL	'Fund Balance	-
'27	'3930	'EXPENDITURE CONTROL	'Fund Balance	-
'30	'1090	'POOLED CASH	'Asset	1,780,054.25
'30	'1976	'LOAN AUTH. LED STREET LIGHTS	'Asset	300,823.00
'30	'1977	'LOAN AUTH-FY19 CIP	'Asset	537,000.00
'30	'1979	'LOAN AUTH-MSBA PROJECTS	'Asset	3,024,153.00
'30	'1980	'LOAN AUTHORIZED-2014 CIP	'Asset	50,000.00
'30	'1982	'LOAN AUTHORIZED-MIDDLE SCHOOL	'Asset	20,185,375.00
'30	'1986	'LOANS AUTH-EDDY POND DAM	'Asset	60,000.00
'30	'2720	'BOND ANTICIPATION NOTES PAYABL	'Liability	(2,181,290.00)
'30	'2790	'DEF.REV-AUTH/UNISSUED	'Liability	(24,157,351.00)
'30	'3211	'RESERVE FOR ENCUMBRANCES	'Fund Balance	357,719.92
'30	'3212	'ENCUMBRANCE CONTROL	'Fund Balance	(357,719.92)
'30	'3590	'UNRES.FB/UNRESTRICTED	'Fund Balance	401,235.75
'30	'3910	'REVENUE CONTROL	'Fund Balance	-



'30	'3930	'EXPENDITURE CONTROL	'Fund Balance	-
'60	'1020	'PETTY CASH	'Asset	50.00
'60	'1090	'POOLED CASH	'Asset	1,538,745.54
'60	'1240	'SEWER USE LIENED - TREASURER	'Asset	35,286.23
'60	'131007	'2007 SEWER USER CHARGES	'Asset	591.66
'60	'131013	'2013 SEWER USER CHARGES	'Asset	418.96
'60	'131015	'2015 SEWER USER CHARGES	'Asset	535.47
'60	'131016	'2016 SEWER USER CHARGES	'Asset	968.66
'60	'131017	'2017 SEWER USE CHARGES	'Asset	187,393.05
'60	'133014	'2014 SEWER LIEN COLLECTOR	'Asset	801.70
'60	'133015	'2015 SEWR USE LIEN COLLECTOR	'Asset	25.29
'60	'133016	'2016 SEWER USE LIEN COLLECTOR	'Asset	201.20
'60	'133017	'2017 SEWER USE LIEN COLLECTOR	'Asset	504.66
'60	'133018	'2018 SEWER USE LIEN COLLECTOR	'Asset	19,383.78
'60	'1419	'APPOR ASSESSMENT PAID IN ADV	'Asset	(0.10)
'60	'142018	'2018 APPOR.ASSESS ADD TO TX-B	'Asset	2,566.69
'60	'144019	'2019 APPOR.ASSESS. N-Y-D	'Asset	14,638.06
'60	'144020	'2020 APPOR.ASSESS. N-Y-D	'Asset	14,638.00
'60	'144021	'2021 APPOR.ASSESS. N-Y-D	'Asset	14,114.99
'60	'144022	'2022 APPOR.ASSESS. N-Y-D	'Asset	14,114.99
'60	'144023	'2023 APPOR.ASSESS. N-Y-D	'Asset	14,114.99
'60	'144024	'2024 APPOR.ASSESS. N-Y-D	'Asset	14,114.99
'60	'144025	'2025 APPORT.ASSESS. N-Y-D	'Asset	14,115.16
'60	'144026	'2026 APPOR.ASSESS. N-Y-D	'Asset	7,218.34
'60	'144027	'2027 APPOR.ASSESS. N-Y-D	'Asset	7,218.34
'60	'144028	'2028 APPORT.ASSESS.N-Y-D	'Asset	7,218.34
'60	'144029	'2029 APPORT.ASSESS.N-Y-D-	'Asset	7,218.34
'60	'1977	'LOAN AUTH-UPGRADE SEWER LINES	'Asset	200,000.00
'60	'1996	'T/B PROV.FOR PYMT OF NOTE	'Asset	23,000.00
'60	'2621	'DEF.REV/SEWER.USE LIEN	'Liability	(27,467.39)
'60	'2622	'DEF.REF/SEW.USE LIEN COLLECTOR	'Liability	(28,735.47)
'60	'2651	'DEF.REV/SEWER USE CHARGES	'Liability	(189,934.53)
'60	'2660	'DEF.REV/SPECIAL ASSESSMENTS	'Liability	(131,291.13)
'60	'2790	'DEF.REV-LOANS AUTH/UNISSUED	'Liability	(223,000.00)
'60	'3211	'RESERVE FOR ENCUMBRANCES	'Fund Balance	546,647.12
'60	'3212	'ENCUMBRANCE CONTROL	'Fund Balance	(546,647.12)
'60	'3213	'RES.PR.YR.ENCUMBRANCES	'Fund Balance	(38,173.44)
'60	'3250	'FB/RES FOR PETTY CASH	'Fund Balance	(50.00)
'60	'3520	'F/B RES.FOR EXPENDITURES	'Fund Balance	(300,000.00)
'60	'3590	'UNRES.FB/UNRESTRICTED	'Fund Balance	(1,384,531.41)
'60	'3596	'F/B DEFICIT CHPT44-31	'Fund Balance	183,986.04
'60	'3910	'REVENUE CONTROL	'Fund Balance	-
'60	'3930	'EXPENDITURE CONTROL	'Fund Balance	-

'62	'1090	'POOLED CASH	'Asset	397,339.63
'62	'3590	'UNRES.UNDESIGNATED FUND BAL.	'Fund Balance	(397,339.63)
'62	'3910	'REVENUE CONTROL	'Fund Balance	-
'62	'3930	'EXPENDITURE CONTROL	'Fund Balance	-
'70	'1090	'POOLED CASH	'Asset	137,646.07
'70	'3590	'UNRES.UNDESIGNATED FUND BAL.	'Fund Balance	(172,739.04)
'70	'3910	'REVENUE CONTROL	'Fund Balance	-
'70	'3930	'EXPENDITURE CONTROL	'Fund Balance	-
'70	'3970	'OTHER FINANCING USES	'Fund Balance	35,092.97
'81	'1090	'POOLED CASH	'Asset	6,924,862.55
'81	'3590	'UNRES.FB/UNRESTRICTED	'Fund Balance	(6,924,862.55)
'81	'3910	'REVENUE CONTROL	'Fund Balance	-
'82	'1090	'POOLED CASH	'Asset	612,040.83
'82	'3211	'RESERVE FOR ENCUMBRANCES	'Fund Balance	1,075.80
'82	'3212	'ENCUMBRANCE CONTROL	'Fund Balance	(1,075.80)
'82	'3590	'UNRES.FB/UNRESTRICTED	'Fund Balance	(612,040.83)
'82	'3910	'REVENUE CONTROL	'Fund Balance	-
'82	'3930	'EXPENDITURE CONTROL	'Fund Balance	-
'83	'1090	'POOLED CASH	'Asset	12,534,340.11
'83	'3590	'UNRES.FB/UNRESTRICTED	'Fund Balance	(12,534,340.11)
'83	'3910	'REVENUE CONTROL	'Fund Balance	-
'83	'3930	'EXPENDITURE CONTROL	'Fund Balance	-
'84	'1090	'POOLED CASH	'Asset	7,371.60
'84	'3590	'UNRES.FB/UNRESTRICTED	'Fund Balance	(7,371.60)
'84	'3910	'REVENUE CONTROL	'Fund Balance	-
'85	'1090	'POOLED CASH	'Asset	1,431,385.15
'85	'3590	'UNRES.FB/UNRESTRICTED	'Fund Balance	(1,431,385.15)
'85	'3910	'REVENUE CONTROL	'Fund Balance	-
'85	'3930	'EXPENDITURE CONTROL	'Fund Balance	-
'89	'1090	'POOLED CASH	'Asset	(57,127.92)
'89	'1345	'DEPT'L-POLICE SPECIAL DETAILS	'Asset	90,912.43
'89	'1346	'DEPT'L FIRE SPECIAL DETAIL	'Asset	4,250.00
'89	'211102	'POLICE DETAIL	'Liability	49,415.38
'89	'211201	'FIRE DETAIL	'Liability	5,559.00
'89	'214001	'WORC.CNTY RET/TOWN	'Liability	(88.44)
'89	'214901	'TUFTS-RETIREE CONTRIBUTION	'Liability	(8,601.74)
'89	'215001	'BCBS/PRIOR TO 1981	'Liability	9,715.98
'89	'215003	'BLUE CARE 65	'Liability	4,291.42
'89	'215006	'BCBS/MEDEX	'Liability	(11,120.85)
'89	'215009	'BCBS/HMOBLUE-VOLUNTARY	'Liability	432.36
'89	'215202	'FALLON HEALTH/TOWN	'Liability	216.48
'89	'215204	'FALLON HEALTH/SENIOR	'Liability	1,185.04
'89	'215402	'BOSTON MUTUAL INSURANCE	'Liability	415.08

'89	'215801	'TEACHERS' ANNUITIES	'Liability	(25.00)
'89	'215802	'DEFERRED COMPENSATION-TOWN	'Liability	(5,102.16)
'89	'215804	'PT COMPENSATION PLAN-TOWN	'Liability	(919.29)
'89	'2166	'COLONIAL LIFE INSURANCE	'Liability	(63.30)
'89	'2167	'VISION INSURANCE	'Liability	(1,366.25)
'89	'217001	'GROUP DENTAL PLAN TOWN	'Liability	13,452.21
'89	'2653	'DEF.REV. FIRE DETAILS	'Liability	(4,250.00)
'89	'2654	'DEF.REV-DEPT'L POLICE DETAILS	'Liability	(91,180.43)

ACCOUNT DESCRIPTION	FUND BALANCE
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21129017 FED17-CMRPC BIKE PARK	165.00
2117501 FED2015-BLACKSTONE PAR	15,758.96
21210410 FED10-DOJ-ED BYRN MEM	-2,466.13
21210412 FED12-DOJ-ED BYRN MEM	-4,753.72
21210602 FY2002 BODY ARMOR GRA	-3,885.85
21210710 FED09 RECOVERY ACT E.	-1,115.76
21220014 FED2014 FEMA FIRE FIG	-621.45
21300152 FED2011 TITLE I-FY10	-10.00
21300217 FED2017 TITLE I	16,476.00
21300218 FED2018 TITLE I	-9,807.93
213003 FED-FY15/16 TYDINGS #26	-162.24
21300315 FED15-EARLY CHILHD S	-24.05
21300317 FED17-EARLY CHILHD S	0.23
21300318 FED18 EARLY CHILHD S	-252.00
21301312 FED 2012-SPED IDEA#24	-0.01
21301318 FED2018 IDEA#240	98,445.89
21302014 FED 2014 TEACHER QUAL	-0.02
21302015 FED-2015 TITLE IIA-14	-38.00
21302018 FED2018 TITLE IIA-140	-0.11
21303318 FED18 TITLE IV	-327.00
<b>21 FEDERAL GRANTS</b>	<b>107,381.81</b>
221 SCHOOL LUNCH	-465,125.22
<b>22 SCHOOL LUNCH</b>	<b>-465,125.22</b>
234050 STATE CHAPTER 90 PROJEC	631,647.08
<b>23 HIGHWAY FUND</b>	<b>631,651.08</b>
2401 SCHOOL ATHLETIC REVOLVING	-24,746.14
2402 SCHOOL ACTIVITY REVOLVING	-75,838.87
2403 SUMMER SCHOOL REVOLVING H	-912.88
2405 SUMMER SCHOOL REV MS	-3,136.96

2408 PRE-SCHOOL PROGRAM	-247,927.81
2409 TUITION & TRANS REVOLVING	-4,780.10
2410 FALSE ALARMS/FIREARM LICE	-9,389.57
2411 COA/RENTAL-LIMIT 15,000	-11,533.16
2412 WIRING REVOLVING	-17,261.09
2413 GAS & PLUMBING REVOLVING	-12,708.37
2414 CONSERVATION REVOLVING	-9,624.93
2418 YARD WASTE-STICKER PROGRA	-9,434.42
2420 CONSERVATION-OUTSIDE CONS	-697.50
2427 CHPT71-DW TRANSPORTATION	-110,771.67
2429 CHPT71-MUSIC/ART	-19,259.71
24302 AMS-BEHAVIOR INTERVENTIO	-575.77
2432 RECREATION/CULTURAL PROGR	-111,301.61
2435 BRYN MAWR STUDENT ACTIVIT	-1,593.58
2436 SWANSON RD STUDENT ACTIVI	-12,816.73
2438 PAKACHOAG STUDENT ACTIVIT	-7,598.48
2439 MIDDLE-STUDENT ACTIVITY	-8,541.91
2440 SCHOOL CHOICE REVOLVING	-675,271.04
2441 SEALER WEIGHTS & MEASURER	2,728.80
2444 REV-SATELLITE GRADE 1 & 2	695.82
2445 REV-GALAXY SWANSON ROAD	-145,360.96
2447 H.S. REMEDIAL SERVICES-EV	-160.00
2450 A.H.S FIELD UTILITY	-1,965.91
2451 SATELITE PRG-BRYN MAWR	-81,031.64
2452 SATELITE PRG-PAKACHOAG	-70,577.33
2453 CHPT44-53 LOST/REPLACE TE	-294.90
2454 CHPT71-ASTEROID PROGRAM	-3,744.75
2456 CHPT.71-LIKE SKILLS PROGR	-382.39
2457 CHPT71-GRAPHIC ARTS DEPT	-2,092.60
2458 HEALTH FLU CLINICS	-15,070.55
2459 YONG SHING PARKING RENTAL	-3,000.00
2461 PAPPAS RECREATIONAL COMPL	-73,553.39
2462 HEALTH-MEDICAL SHARPS DIS	-395.55
2463 HEALTH-NUISANCE ABATEMENT	-7,358.71
2464 HEALTH-COMPOST BINS	-614.30
2465 CHP71-MS.SCH. I-PAD SELF	-176,606.27
2468 TEACHER CHOICE TUITION	-13,200.00
2470 ACO-KENNEL FEES-44/53E 1/	-1,601.74
2491 DPW-CEMETERY CREMATION VA	-6,070.00
2499 REV-MASTER INTEREST-SAVER	-0.64
<b>24 REVOLVING FUNDS</b>	<b>-1,975,379.31</b>

251007 STATE PRIMARY ELECTION	-6,240.94
25122012 STATE 2012- FLOOD REL	-459.38
25122210 STATE 10-MASS CLEAN E	0.30
25129001 STATE-2013 CIVIL WAR	-1,440.21
25129006 ST16 COMM.COMPACT E.D	-907.00
25129007 2017 DHCD- HOUSING PL	-1,683.00
25129008 STATE18 BOMB DOG REIM	-7,500.00
2515517 COMMUNITY COMPACT IT G	-219.62
2521015 STATE-EOPS-PEDESTRIAN/	-0.07
2521017 2017 EOPS UNDERAGE ALC	-17.51
2521018 2018 EOPS TRAFFIC ENFO	2,096.11
252102 FY16 PEDESTRIAN & BIKE	0.18
25210217 ST. POLICE DISTRACTED	2,193.38
252103 FY16 UNDERAGE ALCOHOL E	-192.39
25210514 ST14-EOPS-UNDERAGE AL	-0.04
25210515 ST.2015-EOPS TRAFFIC	183.33
25210516 2016 EOPS TRAFFICE EN	-182.46
25210517 STATE-2017 EOPS-TRAFF	-2,192.84
25210911 ST2011 EOPS-DDOLUA MO	-0.02
252110 2017 EOPS PED & BIKE SA	0.05
25214014 STATE 2014-911 DEPT.T	2,664.05
25214015 STATE 2015-911 DEPT.T	662.77
25214016 STATE 2016-911 DEPT.	804.48
25214017 STATE 2017-911 TRAINI	213.40
25214018 STATE 2018-911 TRAINI	7,339.29
25215014 STATE 2014-911 DEPT.S	452.96
25215016 STATE 2016-911 SUPPOR	1,393.46
25215017 STATE 2017-911 SUPPOR	20.67
25215018 STATE 2018 DEPARTMENT	2,500.34
25220012 STATE 2012 S.A.F.E.	-6.21
25220013 STATE 2013 S.A.F.E.	-2.00
25220018 STATE 2018 FIRE S.A.F	-5,130.82
2529117 STATE 14 MEMA-CERT.TRA	-438.89
2529124 2017 EMPG CODE RED	150.00
2529127 MEMA FY18HMEP HAZMAT C	840.00
2530010 2018-AMS-MA.CLEAN ENER	-2,118.17
253002 FY16 SCHOOL PROJECT UNI	-1,115.56
253004 2017-AMS-MA.CLEAN ENERG	-21.01
253005 17 EARLY EDUC.INIT. BES	-1,735.00
253007 YOUTH OPIOID PREVENTION	-1,812.94
253008 2018 N.E.DAIRY & FOOD C	-36.60
253009 2018 ACTIVATE THE ARBOR	71.23

253010 18 FUEL UP BREAKFAST-NE	-531.95
253011 18 MA SCI-OLYMPIAD HOLO	-90.00
253013 AID FOR STUDENTS PUERTO	-2,257.00
253014 2018 AMS SMART TOWER GA	-540.00
253074 STATE 2011-SFSF STABILI	-170.00
254214 STATE 2014 DCR TREE INI	-1,012.00
25433015 ST.2015-RECYCLING DIV	-457.95
25433016 2016 DEP MATERIALS RE	-3,183.22
25433017 2017 DEP MATERIAL REC	-3,970.68
25433018 2018 DEP MATERIAL REC	-8,800.00
2543307 DEP-SMRPG-WASTE ENFORC	124.07
25500215 STATE 2015 ELDER AFFA	-0.11
25500218 STATE 2018 ELDER AFFA	-0.10
25541107 STATE-DBT HISTORIC GA	-1,003.40
255416 ST.2016 MCOA ELDER AFFA	-0.08
2561002 STATE 2002 LIBRARY DES	-492.63
2561003 CULTURAL COUNCIL LIBRA	-575.00
<b>25 STATE GRANTS</b>	<b>-34,826.73</b>
2600141 SENIORS/DISABLED MGL C	-1,362.11
260122 INS.REIMB OVER 20k/SELE	-13,799.56
260175 PLAN BRD-DETENTION POND	-45,556.00
260176 ZBA PEER REVIEWS	-7,482.43
260177 ALEX CIRCLE-CASH BOND	-3,087.47
260433 OVERFLOW TRASH BAGS	-35,744.24
261002 PAPPAS GIFT-DEFIBRILLAT	-190.51
261003 SALE OF ZONING BYLAWS	-3,203.18
261006 FY2002 CHARTER I-NET	-4,597.75
261008 INS.REIMB.UNDER 20k/SEL	-11,757.62
26101015 2015 CHARTER COMMUNIC	-64.28
261011 YOUTH COMMISSION ACTIVI	-161.04
261014 4TH OF JULY DONATION	-18,891.00
261015 GIFT RES/TRAF.ENG.CON.S.	-92.50
261016 GIFT/CONS-WETLAND CONSU	-5,244.50
261017 RES.FOR APP/SALE-R.E.	-8,791.77
261018 RES.FOR APP/DOG LICENSE	-103,751.00
261019 RES.FOR APP/WETLANDS AC	-69,184.67
261022 GIFTS-A.H.S. CUPOLA	-1,635.00
261023 PLAN BOARD PEER REVIEWS	-23,950.98
261027 PAPPAS REC.COMPLEX DONA	-668.39
261028 MASS 10 ESCROW PROCEEDS	-86,765.51
261031 MASS 10 PRO TANTO AWARD	-6,314.40

261032 RES.FOR APPROP/CASELLA	-50,000.00
261033 HISTORICAL CD'S	-240.00
26122001 MASS TECHNOLOGY PARK/	-125.00
26122003 M.O.R.E. ASSESSMENT D	-6.55
26122004 YOUNG SHING LEASE AGR	-210.00
26122007 GIFT-COLOKATHIS SOFTB	-50.00
26122010 PAPPAS REC.PLAYGROUND	-1,774.48
26129002 MUNICIPL AGGREGATION	-142,161.76
26129004 OLD CART RD PERFORMAN	-30,655.57
26129005 BID DEPOSIT-SALE OF M	-10,000.00
26129006 PAPPAS SWIM POOL STUD	-30,000.00
26129007 NGRID COMM.INITIATIVE	-20,266.78
26129013 GIFT-DUGOUTS PAPPAS C	-576.26
26129014 PAPPAS PLAYGROUND ENG	-148.27
26135 RESERVE BOND PREMIUM PRO	-90,450.65
2613515 BAY PATH BOND SALE PRE	-0.16
26141 TRASH RECYCLING BINS	-96.00
2617501 DONATION- ECON.DEV.MARK	-894.05
2617502 B.H.C.PARTNERSHIP-WALK	-15,000.00
262104 INS.REIM.UNDER 20,000	-22,783.18
262106 P.D.CHILD SAFETY ACNT	-240.11
262107 P.D.KIWANIS GIFT-CPR	-39.01
262108 P.D.MISC.PUBLIC GIFTS	-10,863.85
262109 DRUG ABUSE RESISTANCE E	-715.68
262110 CANINE GIFT	-3,614.89
262111 DARE GIFTS/DONATIONS	-8,097.23
262112 RES.FR AP/INS.REIM.OVER	-2,253.78
262202 HAZARDOUS WASTE REIMB.	-1.53
262203 FIRE PREVENTION EDUCA.G	-27.06
262204 F.D.DIVE TEAM GIFTS	-1,956.90
262205 F.D.DEFIBRILLATOR GIFTS	-346.03
262206 F.D/HAZ.MAT.TRAILER	-0.58
262207 FD/HEATING SYSTEM GIFT	-135.00
262208 FD/GIFTS	-1,688.69
262210 FIRE (C.E.R.T.) GIFT	-140.00
262211 G.W.C.F. FIRE HONOR GUA	-0.01
262212 FIRE-MAINT OF TRAINING	-16,496.55
262214 FIRE-CPR TRAINING	-1,120.04
262217 FIRE-EMS MOTORCYCLE GIF	-1,609.99
262218 FIRE-SALE OF SURPLUS EQ	-8,275.00
262220 AMBULANCE SERVICE	-2,583,050.12
262221 AMBULANCE TASK FORCE PL	-613.00

262902 RES.FOR APP/DOG FINES	-2,159.40
2629100 GIFT-C.E.R.T. PROGRAM	-0.08
2629201 GIFT-DOG KENNEL UPGRAD	-14.10
2629205 GIFTS-SABINA ANIMAL CO	-4,301.38
262940 GIFT-TREE WARDEN	-200.00
263003 SCHOOLS-INSURANCE OVER	-13,606.10
263004 YOUTH OPIOID PROGRAMMIN	-450.00
263005 MAJOR BROUDEUR MOVIE NI	-51.00
263200 SCHOOL-INS.REIM.UNDER 2	-14,644.47
263216 SCHOOL RENTAL/HS	-22,573.94
263218 SCHOOL RENTAL/PAKACHOAG	-1,345.39
263221 SWANSON RD.SCHOOL RENTA	-15,215.36
263222 SCHOOL RENTAL-BRYN MAWR	-6,133.89
263224 STATE CIRCUIT BREAKER	-436,557.77
263226 GIFT-FRENCH RIVER EDUC.	-148.95
263227 HIGH SCHOOL GIFT	-3,348.78
263228 GIFTS-HIGH SCHOOL ATHLE	-396.83
263230 SCHOOL-AUBURN CHAMBER C	-219.80
263232 AUBURN SCHOOL GIFTS	-5,246.87
263234 SCHOOL OHIO PYLE PRINTS	-252.30
263238 MIDDLE SCHOOL GIFTS	-48.83
263239 MAJOR DAVID BRODEUR FOU	-200.00
263240 DONATIONS-ELEMENTARY LI	-379.58
263241 CARL RENHOLM MEMORIAL	-1,350.00
263243 AUBURN MIDDLE SCHOOL RE	-4,542.89
263245 SCHL GIFT-HELPING OUR O	-9,472.84
263246 APS-AED GIFTS	-1,000.00
263247 FY2018 SHINE S.W.A.T. G	-3,645.58
263248 PAKACHOAG GIFTS	-1,764.53
263249 SWANSON GIFTS	-2,537.61
264165 WATERWAY IMPROVEMENT/MA	-7.50
264200 INS.REIM.UNDER 20,000	-21,968.61
2642114 DPW-BROOK ST.SEWER/BOI	-40,000.00
26433 RECYCLING TOTES-REFUNDAB	-3,375.00
264400 INS.REIM.UNDER 20,000	-22,611.56
264401 GIFT-SEWER I&I STUDY-C/	-324.00
264900 RES.FR AP/SALE-CEMETERY	-59,156.94
26491 CEMETERY GIFTS/DONATIONS	-244.50
265005 GIFTS/DONATIONS/MISC	-1,421.42
26511 EMERG PREPARE PUBLIC HEA	-272.17
265111 2002 BOH/CAN'T FOOL ME	-196.80



265112 2002 HAZARDOUS WASTE CO	-27,557.93
265113 HEALTH MERCURY RECOVERY	-39.47
265115 HEALTH-COMMON PATHWAYS	-115.01
2654101 MA.ASSOC.COUNCILS ON A	0.02
2654102 COA-2015 NATIONAL C.O.	-215.52
2654110 COA-NCOA-AGING MASTERY	-23.23
2654115 COA-2015 NCOA GRANT	-446.27
26541612 FY2012 DIOCESE OF WOR	-1,845.44
265417 COA-GIFT (HAZEL E. JOHN	-21,301.94
265418 G.W.C.F.-GAZEBO PROJECT	-80.00
265419 COA-GIFT SOUTHBRIDGE CR	-569.75
265431 VETERANS GIFTS	-1,505.33
2661011 C.W.MARS REIMBURSEMENT	-4,897.69
26610215 2015 C/S PUBLIC LIBRA	-6,320.06
26610216 2016 C/S PUBLIC LIBRA	-1,864.00
26610217 2017 C/S PUBLIC LIBRA	-27,191.50
26610218 2018 C.S. PUBLIC LIBR	-13,286.94
266107 LIBR/PERIODICAL GIFTS	-20.00
266108 LIBR/BOOK GIFT ACCOUNT	-3,215.08
266109 LIBR/LOCAL HISTORY GIFT	-173.00
266110 LIBR/AUDIO CASS/VIDEO	-3.51
266111 LIBRARY-MISCELLANEOUS G	-3,945.05
266112 LIBRARY LOST/DAMAGED IT	-11,182.76
266501 PARKS/PRESS BOX GIFT	-255.62
2665010 GIFT-GODDARD PARK ROTA	-172.89
266502 PARKS/MAINT.GIFT-DONATI	-2,801.35
266503 PARKS/MEM.PARK RESTITUT	-3.31
266506 PARKS INS.REIMB UNDER 2	-50.45
266507 PARKS-AHS BASEBALL FIEL	-348.57
266509 GIFT-PAPPAS CONCERT SER	-4,100.00
26651 RECREATION-FALL FESTIVAL	-5,625.10
2665103 GIFT-PAPPAS COMPLEX PL	-1,000.00
<b>26 OTHER SPECIAL REVENUE FUNDS</b>	<b>-4,350,563.19</b>
2701 AUBURN CULTURAL COUNCIL	-6,837.09
2702 AUB CULTURE COUNCIL/INT.I	-686.75
<b>27 ARTS LOTTERY FUND</b>	<b>-7,523.84</b>
301022 A4.2A90 PONDVILLE DAM	-504.00
301023 A4A93 PONDVILLE DAM	-5,077.75
302006 FY2006 GEN.OBLIGATION \$	-5,000.00
302007 FY2007 GENERAL OBLIGATI	97.30

302008 FY2008 GENERAL OBLIGATI	-0.05
302009 FY2009 GENERAL OBLIGATI	-105,770.15
302010 FY2010 GENERAL OBLIGATI	-192,279.47
302011 FY2011 GENERAL OBLIGATI	-5,185.42
302012 FY2012 GENERAL OBLIGATI	-10,730.26
302013 FY2013 GENERAL OBLIGATI	-72,753.43
302014 FY2014 GENERAL OBLIGATI	-29,275.32
302015 FY2015 GENERAL OBLIGATI	-40,903.30
302016 FY2016 GENERAL OBLIGATI	-228,291.62
302017 FY2017 GENERAL OBLIGATI	-182,835.02
302018 FY2018 GENERAL OBLIGATI	-572,973.38
302210 A4A93 QUINT 1 TRUCK	-16.50
302211 A4A93 2ND FLOOR ADDITIO	-42.07
302212 A4A96 TRAINING FACILITY	-79.98
303001 AUBURN MIDDLE SCHL-FEAS	-17,170.64
303007 MSBA2017 PAKACHOAG ROOF	-2,629.29
303045 LAND ACQUISITION HIGH S	-8,287.40
303050 HIGH SCHOOL CONSTRUCTIO	-20,645.82
303060 HIGH SCH-LAND ACQUISITI	-25,068.38
303070 A17ATM13-MIDDLE SCHOOL	2,181,289.48
303400 A4A96 BUILDING REHAB &	-0.45
304111 A7ASTM04- DAM/HIGHWAY/LA	-2,053.04
304202 A4A96 DUMP TRUCK	-19.00
304300 A4 A89/LANDFILL CLOSURE	-1,595.00
306001 SEWER LINES-RT#20	-38.87
306002 A19ATM01 SEWER BONDS 68	-57.03
306016 SEWER UPGRADES/REHAB-A1	-250,868.39
<b>30 CAPITAL PROJECTS</b>	<b>401,235.75</b>
8100 NON-EXP-AHS GYM/REC TRUST	-500,000.00
8101 NON-EXP-CIP TRUST	-1,475,449.06
8102 NON-EXP/MUNICIPAL SCHOLAR	-510.00
8103 NON-EXP/M.D.STONE SCHOLAR	-2,300.00
8104 NON-EXP/D.GOODNOW SCHOLAR	-5,000.00
8105 NON-EXP/F.JACQUES SCHOLAR	-1,600.00
8106 NON-EXP/G.MORIN SCHOLARSH	-2,300.00
8107 NON-EXP/N. SNOW SCHOLARSH	-1,785.00
8108 NON-EXP/G. COONEY SCHOLAR	-2,416.00
8109 NON-EXP/ALUMNI SCHOLARSHI	-17,928.64
8110 NON-EXP/FIRE-NORMA CARD	-120,857.02
8111 NON-EXP/LIBRARY-NORMA CAR	-120,857.02
8115 NON-EXP/CEM.PERP.CARE	-990,167.01

8116 NON-EXP/A.M.BUFFUM TRUST	-1,580.70
8117 NON-EXP/CRAIG TRUST	-2,000.00
8118 NON-EXP/MERRIAM TRUST	-5,000.00
8119 NON-EXP/SIBLEY TRUST	-500.00
8120 NON-EXP/M.D.STONE TRUST	-200.00
8121 NON-EXP/F.I.MUNGER TRUST	-706.72
8175 OPEB-POST EMPLOYEMENT BEN	-3,673,705.38
<b>81 NON-EXPENDABLE TRUSTS</b>	<b>-6,924,862.55</b>
8200 EXP/AHS GYM/REC TRUST	-8,676.72
8201 EXPEND.TRUST-CIP TRUST	-44,589.51
8202 EXP/MUNICIPAL SCHOLARSHIP	-9,995.91
8203 EXP/M.D.STONE SCHOLARSHIP	-4,210.08
8204 EXP/D.GOODNOW SCHOLARSHIP	-162.64
8205 EXP/F.JACQUES SCHOLARSHIP	-119.23
8206 EXP/G.MORIN SCHOLARSHIP	-105.54
8207 EXP/N.SNOW SCHOLARSHIP	-114.50
8208 EXP/G.COONEY SCHOLARSHIP	-124.92
8209 EXP/ALUMNI SCHOLARSHIP	-6,816.67
8210 EXP/S.LUCAS SCHOLARSHIP	-1,477.32
8211 EXP/FACULTY MEM.SCHOLARSH	-20.97
82110 EXP.TRUST-FIRE/NORMA CAR	-8,453.58
82111 EXP-TRUST/LIBRARY NORMA	-7,340.32
8212 EXP/N.STORIE NURSING SCHO	-15,100.04
8213 EXP/NAT'L HONOR SOCIETY S	-211.80
8214 EXP/NADINE L. STORIES SCH	-18,573.05
8215 EXP/CEM.PERP.CARE	-352,991.58
8216 EXP/A.M.BUFFUM TRUST	-1,201.45
8217 EXP/CRAIG LIBR.TRUST	-330.22
8218 EXP/MERRIAM LIBR.TRUST	-2,655.91
8219 EXP/SIBLEY LIBR.TRUST	-701.97
8220 EXP/M.D.STONE LIBR.TRUST	-106.15
8221 EXP/F.MUNGER TRUST	-961.99
8222 LAW ENFORCEMENT TRUST	-53,414.99
8223 EXP/J.E.BRIERLY TRUST	-13,359.12
8224 FEDERAL LAW ENFORCEMENT T	-42,295.64
8225 EXPENDABLE STACIE ANGERS	-138.47
8226 EXPENDABLE TOM FLEMING SC	-110.77
8228 EXP DR.JOHN MCTIGHE SCHOL	-1.13
8233 EXP-NICK CHAN-WENDY QUIRI	-549.00
8234 SCHL-S. DIPASQUALE SCHOLA	-17,015.74
8244 EXP-INDUSTRIAL DEV.CORPOR	-113.90

<b>82 EXPENDABLE TRUSTS</b>	<b>-612,040.83</b>
831 STABILIZATION FUND	-2,987,332.23
83145 HEALTH INSURANCE TRUST	-9,541,770.45
832 SCHOOL STABILIZATION FUND	-5,237.43
<b>83 STABILIZATION FUND</b>	<b>-12,534,340.11</b>
841 CONSERVATION FUND	-7,371.60
<b>84 CONSERVATION FUND</b>	<b>-7,371.60</b>
851 PENSION RESERVE FUND	-1,431,385.15
<b>85 PENSION RESERVE</b>	<b>-1,431,385.15</b>

## Finance Committee Report

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The MA state unemployment rate for December 2018 was 3.3%, compared to 3.5% in December 2017, and the U.S. unemployment rate of 3.9%. Locally, Auburn's unemployment rate was 2.7% in November 2018 (Sources: U.S. Bureau of Labor Statistics, National Council of State Legislators, Homefacts, MA Executive Office of Labor and Workforce Development). The local numbers for Auburn are not adjusted for seasonality.

Auburn's \$68.1 million fiscal 2019 budget (an increase of \$2.97 million over prior year final budget) meets substantially all municipal needs and union wage contracts (expire in June 2019). Auburn continues to make a significant investment to roadway improvements (\$525 thousand, not including Chapter 90 funds), and OPEB liability (\$600 thousand in total, \$4.2 million is now set aside as of 11/1/2018), along with \$300 thousand added to the Stabilization Fund (now totals \$3.2 million), which is expected to be utilized as part of an estimated \$600 thousand AHS turf football field renovation in the near future. These investments in town infrastructure were accomplished with utilizing only 0.83% of the maximum 2.5% allowable annual tax levy increase, minimizing the impact on local taxpayers. A primary driver in keeping the tax levy increase modest was new growth and local receipts in excess of plan, along with increased state aid above initial estimates. As stated in previous reports, very few towns in the area are not fully utilizing their ability to increase tax levy by the full 2.5% allowable limit.

State revenues contributed 19.71% to the \$68.1 million FY' 2019 budget, an increase of almost \$1.0 million from 2018, when the state contributed 18.92% to the budget. Governor Baker has continued to state that education aid would remain a priority in the 2020 budget as it was in 2019, although Town Administration remains cautious in reliance on state funding. Employee benefits, particularly health insurance, continue to drag an increasing portion of the Town's budget, now 10.75%.

As the economic recovery continues, Auburn has become increasingly financially sound, as evidenced by continuing to rely on recurring non-tax levy sources of revenue. The Town Manager and Chief Financial Officer are committed to maintaining the town's reserves and have made significant strides in FY2019, continuing to adhere to the 5 year Strategic Plan, resulting in a recent confirmation of the Town's very solid bond rating by the rating agencies. Town management continued to utilize in 2018 the revised free cash policy (established in 2017) by allowing up to 50% of certified free cash to be used for non-operating projects or deficiencies. Approval of this policy acknowledges the more than adequate significant town reserve funds, and those excess funds were applied in the 2018 budget to OPEB and Stabilization.

In addition, Town Administration continues to meet personnel needs due to significantly increased activity in Public Safety and Inspectional Services with added personnel, while also trying to retain talented senior management staff, all of which carry an additional financial impact on the taxpayers of Auburn.

Two major capital asset questions raised in 2017 are now being analyzed and addressed:

- 1.) \$150 thousand in Free Cash has been authorized to study the Town's Public Safety facilities;
- 2.) The Town has entered into an agreement with a third party to redevelop the former Julia Bancroft and Mary D. Stone School properties into badly needed senior and lower income housing.

The Finance Committee sincerely appreciates your continued support and confidence in our meeting the basic role and responsibilities as detailed in the town charter.

Respectfully submitted,  
Kevin Hussey, Chair  
Anne Cavanaugh, Vice Chair  
Ed Coleman  
Kimberly Holstrom  
Malory O'Brien  
Kevin Kennedy  
Trevor Sancoucy

## Board of Assessors

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The Assessors' Office is responsible for ensuring accurate and equitable property assessments throughout the town. The Department consists of an Assessor-Cynthia Cosgrove, Assistant Assessor-Seth Woolard, and an Administrative Assessor-Lisa Targonski. New Growth for FY 2018 was \$656,765. New Growth includes new construction, additions and new personal property accounts.

Property values are adjusted each year to track the changes in the market. We are out year round reviewing sales, properties with construction, new homes and doing cyclical re-inspections to make sure that our data is accurate and up to date, and ensure that assessments are accurate and reflect true market value. Please remember to periodically review your field card for accuracy, and notify of us of any discrepancies. Field cards, along with copies of your current tax bill are available on line at [www.auburnguide.com](http://www.auburnguide.com) directly from the home page under the "Where do I go for?" section.

Our goal as always is to streamline policies and procedures, and make doing business with the Assessor's Office faster and easier. Much of our information and many of our forms are available to the public for download from the Assessors Page on the Town of Auburn website.

### Motor Vehicle Commitments during FY 2018

Year	# Bills	Amt. Committed
Prior Year Excise	10	1,378
2017	2,200	313,623
2017	20,025	3,283,973

### Motor Vehicle Abatements during FY 2018

Bill Year	# Granted	Amount Granted
2010	87	5,120.63
2015	2	173.15
2016	16	1108.35
2017	303	32,905.34
2018	403	41,029.54

**Real Estate Abatements during FY 2018**

<b>Fiscal Year</b>	<b># Granted</b>	<b>Amount Granted</b>
2017	4	5,730.37
2018	403	41,029.54

**Personal Property Abatements during FY 2018**

<b>Fiscal Year</b>	<b># Granted</b>	<b>Amount Granted</b>
2018	10	3,781.61

**Real Estate Exemptions for FY 2018**

<b>Type</b>	<b># Granted</b>	<b>Amount Granted</b>
Clause 17D	32	11,424.23
Clause 22	99	74,501.92
Clause 22A	1	1,500
Clause 22D	8	33,519.06
Clause 22E	42	70,861.67
Clause 37A	19	17,780.75
Clause 41C	49	42,396.53
Clause 42	1	8,709.21
Small Business – Value	60	2,671,910
Small Business - Tax	3	2,248.17
Tax Work-Off	12	10,408.37
Vet Work-Off	1	985

**Fiscal Year 2018 Recap**

<b>Appropriations</b>	<b>\$63,561,854.36</b>
Other Amounts to be raised	
Debt & Interest	133,000.00
Cherry sheet offsets	363,534.00
Allowance for abatements and exemptions	440,918.79

State and County Cherry Sheet Charges	656,198.00	
Total Amount to be Raised		<b>\$65,155,505.15</b>

**Estimated Receipts and other Revenue**

Cherry Sheet estimated receipts	12,331,558.00
Estimated receipts – Local	
Local receipts not allocated	6,097,430.50
Enterprise Funds	3,058,500.97
Rev. sources appropriated for a particular purpose	
Free Cash	675,000.00
Other available funds	1,527,559.19

<b>Total estimated receipts-other revenue sources</b>	<b>\$23,690,048.66</b>
<b>Total tax levy</b>	<b>\$41,465,456.49</b>
<b>Total receipts from all sources</b>	<b>\$65,155,505.15</b>

Respectfully submitted,  
**Cynthia A. Cosgrove, MAA**  
Auburn Assessor

## TOWN COLLECTOR REPORT

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The following figures are the commitments by the Assessors, the collections from July 1, 2017 to June 30, 2018, exemptions, abatements, refunds and outstanding balances on FY 2018 Real Estate, Personal Property, Sewer Betterments, Committed Interest and Solid Waste, 2016, 2017& 2018 Motor Vehicle Excise and FY 2017 Sewer Use.

Fiscal Year 2018 Real Estate	
Warrant to collect	39,571,683.50
Abatements & Exemptions	275,305.20
Refunds, rescinds and adjustments	57,684.57
Amount Collected	38,781,398.21
Tax Lien	.00
Deferred	2,826.00
Balance to collect or abate	569,838.66

Fiscal Year 2018 Personal Property	
Warrant to collect	1,922,510.18



Abateents	3,781.61
Refunds and adjustments	4,617.09
Amount collected	1,895,214.74
Balance to collect or abate	28,130.92

Fiscal Year 2018 Sewer Betterment

Warrant to collect	19,827.30
Abateents	1,833.35
Refunds	916.67
Tax Liens	.00
Amount collected	18,910.62
Balance to collect or abate	0.00

Fiscal Year 2018 Committed Interest on Betterments

Warrant to collect	7,505.77
Abateents	733.34
Refunds	366.67
Adjustment	.00
Tax Liens	.00
Amount collected	7,139.10
Balance to collect or abate	0.00

2016 Motor Vehicle Excise

Warrants to collect	22.08
Abateents	1,108.35
Refunds and Adjustments	883.77
Amount Collected	22,970.54
Balance to collect or abate	17,740.10

2017 Motor Vehicle Excise

Warrants to collect	328,252.85
Abateents	32,905.34
Refunds	37,490.43
Amount Collected	455,787.01
Balance to collect or abate	44,597.45

2018 Motor Vehicle Excise

Warrants to collect	2,949,858.94
Abateents	41,029.54
Refunds and adjustments	19,287.06
Amount collected	2,756,321.89
Balance to collect or abate	171,794.57
Fiscal Year 2017 Sewer Use	
Warrant to collect	2,423,843.98
Abateents	8,164.37

Refunds and adjustments	3,900.29
Amount collected	2,232,186.85
Balance to collect or abate	187,393.05

Fiscal Year 2018 Solid Waste	
Warrant to collect	1,103,040.05
Abatements	2,508.00
Refunds and adjustments	1,517.17
Amount collected	1,019,677.79
Balance to collect or abate	82,371.43

\$238,882.45 was collected for the Board of Health, Code Enforcement, Conservation Commission, Planning Board and Zoning Board of Appeals.

This office also collected \$730,314.86 for Police Detail, Fire Detail, Cemetery Sales and fees, Trailer Tax, Municipal Lien Certificates, Demands and other miscellaneous fees.

Respectfully submitted,

Mary Ann Murphy  
Treasurer/Collector

### **Town Treasurer**

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The annual report of the Town Treasurer is herewith submitted for the fiscal period July 1, 2017 to June 30, 2018

As directed by the Department of Revenue, the Treasurer's Office operates on a cash basis in accepting receipts and recording disbursements. Accordingly, this report is structured to show the operational results of the Town's general fund and those funds earmarked for special purposes or segregated according to statutes.

Auburn receives its revenue from three major sources: quarterly collection of real estate taxes and betterments, the quarterly local allocations from the state as well as other "Cherry Sheet" receipts, miscellaneous revenue from fee licenses, and various other charges for municipal services rendered.

## General Fund

**1. Operations during Fiscal Period** **35,858,266.27**

**Balance as of July 1, 2017**

### **RECEIPTS**

Collector	49,172,675.95
Town Departments	9,110,660.67
School Departments	1,941,027.53
Government Revenue	16,533,262.01
Earned Interest	144,568.62
Tax Title	321,825.81
Other	8,470,773.71
Voided Checks/Adjustments	179,303.81

**85,874,098.11**

### **EXPENSES**

Payroll Town	(12,181,347.99)
Payroll School	(22,994,880.84)
Town/School Bills	(27,469,045.35)
<b>Interest Paid</b>	<b>(1,578,584.50)</b>
Assessments/Other	(3,632,363.00)
Automatic Deductions	(5,223,079.43)
Health Insurance	(9,293,714.17)
	<b><u>(82,373,015.28)</u></b>

**Balance as of June 30, 2018**

**39,359,349.10**

## **2. BANK BALANCES AS OF JUNE 30, 2018**

	<b><u>Checking</u></b>	<b><u>Money Market</u></b>
Bay State Savings-Student Act. Acct.		360,547.99
TD Bank-Money Market		508,119.95

TD Bank-Depository	2,900,584.66	
TD Bank-Health Trust	9,569,109.24	
UniBank - Checking – Payroll	1,145.11	
UniBank - Checking Payables	90.06	
UniBank Transfer Account	4,575,204.28	
Century		6,506,652.40
TD Bank-Sewer Enterprise		1,891,227.94
Savers Bank-Student Act.		54,371.03
UniBank		2,640,225.54
UniBank - Golf		12,315.18
Hometown		8,547,705.14
Hometown - Golf		927,084.43
Unibank - Student Fees		289,986.62
Unibank – Assessors		285.23
Hometown – Ca		<u>265,666.53</u>
<b>TOTAL</b>	<b>17,046,133.35</b>	<b>22,004,187.98</b>

### **3. POOLED INVESTMENTS**

Mass. Municipal Depository Trust	<u>309,027.77</u>
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### **4. CERTIFICATES OF DEPOSIT**

<b>TOTALS</b>	<b><u>39,359,349.10</u></b>
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### **5. RESOURCES OF GENERAL FUND JUNE 30, 2018**

Type of Account	Interest	Invested Balance
Checking (Including Depository Account)	57,212.25	17,046,133.35
Money Markets	82,633.45	22,004,187.98
Pooled Investments	4,722.92	309,027.77
Certificates of Deposit		<u>0.00</u>
<b>Total General Fund Interest</b>	<b>144,568.62</b>	<b>39,359,349.10</b>

## Stabilization Funds

This fund is a type of reserve fund or “Rainy Day” type of account. It is used primarily to fund capital projects, and appropriations from it require a two-thirds vote of approval by town meeting members at an annual meeting.

### 1. CASH FLOW DURING FISCAL PERIOD

Balance July 1, 2017	2,589,951.82
Add: 5/17 A.T.M. Authorization	350,000.00
Less: A.T.M. 5/16	0.00
Add: Interest	<u>47,380.41</u>
Balance June 30, 2018	2,987,332.23

### 2. RESOURCES OF STABILIZATION FUND

<u>Interest Earned</u>	<u>Type of Account</u>	<u>Invested Balance</u>
47,380.41	Pooled Investment-Bartholomew	2,987,332.23

## School Stabilization Fund

This fund was set up for the High School Construction at the November 2, 2000 Special Town Meeting.

### 1. CASH FLOW DURING FISCAL PERIOD

Balance July 1, 2017	5,149.66
Transfer	0.00
Add: Interest	<u>87.77</u>
Balance June 30, 2018	5,237.43

### 2. RESOURCES OF SCHOOL STABILIZATION FUND

<u>Interest Earned</u>	<u>Type of Account</u>	<u>Invested Balance</u>
87.77	Pooled Investment-Bartholomew	5,237.43

## Trust Funds

We have two types of trust funds: Non-Expendable and Expendable. In the Non-Expendable type the principal remains intact and only the income may be spent. In the Expendable Trust, both principal and interest may be spent until the cash balance is exhausted.

Under the law the Treasurer acts as custodian of these funds but expenditures are under the direction of the Trustees and must be made in accordance with the wishes of the donor.

<b>1. Trust Fund Resources</b>	<b>Interest</b>	<b>Principal</b>
	<b><u>Earned</u></b>	<b><u>Balance</u></b>
<b>A. Non-Expendable Trusts</b>		
1. Cemetery Perpetual Care Funds		
Bartholomew	22,256.20	991,107.01
2. Library		
Buffum/Craig/Merriam/Munger/Sibley/Stone		
Bartholomew	267.24	9,987.42
3. School (Bartholomew)		
Alumni	416.44	25,952.64
Cooney	43.24	2,416.00
<b>Goodnow, Jacques, Morin</b>	<b>155.87</b>	<b>8,900.00</b>
Stone/Snow Scholarship	140.94	4,085.00
Municipal Scholarship Fund	182.67	9,252.81
Auburn High Gym-Rec Trust	<u>8,676.72</u>	<u>500,000.00</u>
 <b>TOTAL</b>	 <b>9,615.88</b>	 <b>550,606.45</b>
 4. CIP Trust	 25,880.34	 1,475,449.06
5. OPEB	144,878.09	3,275,000.00
6. Norma E. Card Trust-Library	2,189.71	120,857.00
7. Norma E. Card Trust-Fire	2,184.03	120,857.02
 <b>TOTAL: All Non-Expendable Trusts</b>	 <b>207,271.49</b>	 <b>6,543,863.98</b>
 <b>B. Expendable Trusts-Bartholomew</b>		
1. Library		

Brierly	223.90	13,359.12
2. School		
Faculty Memorial Scholarship Fund	1.21	-229.03
National Honor Society	3.57	211.80
Stephen A. Lukas	.45	25.60
Nadine Storie Nursing	252.61	15,100.04
Nadine Storie Scholarship	286.76	16,649.58
Thomas Fleming Scholarship	3.18	110.77
Stacie Angers	2.31	138.47
John McTighe	.01	1.13
Nicky Chan Scholarship	9.86	549.00
3. Police		
Law Enforcement Trust		47,782.64
4. Federal Law Enf. -Savers	54.69	42,295.64
5. CIP/Expendable		44,589.51
6. Bartholomew Trust Funds		380,641.04
7. Auburn Industrial Dev.	19.18	2,113.90
8. OPEB Trust fund		398,705.38
9. Auburn High Gym-Rec Trust		8,676.72
10. Shirley DiPasquale Scholarship	295.61	17,015.74
<b>TOTAL: All Expendable Trusts</b>	<b>1,153.34</b>	<b>987,737.05</b>

### **Conservation Fund**

This Fund consists of an interest bearing account at the Massachusetts Municipal Depository Trust with checking account privileges. The purpose of the fund was to give the Conservation Commission the financial means to implement some of their environmental conservation policies.

1. CASH FLOW DURING FISCAL PERIOD

Balance July 1, 2017	1,346.24
<b>Add: Interest Earned</b>	<b>25.36</b>
<b>Add: Transfer</b>	<b><u>6,000.00</u></b>
<b>Balance June 30, 2018</b>	<b>7,371.60</b>

2. RESOURCES AT CLOSE OF FISCAL PERIOD

<u>Type of Account</u>	<u>Interest</u>	<u>Invested Balance</u>
Pooled Investment	25.36	7,371.60

**Pension Reserve Fund**

This fund was set up several years ago in response to the concern expressed by State and Municipal Officials for the enormous sizes of our unfunded pension liabilities. This is the amount that the State, County, and Municipal Retirement Systems would owe at any given moment for the retirement benefits that employees and retirees have accrued, but not received. Studies indicate that this figure amounts to billions for the state and to millions for even relatively small municipalities such as Auburn.

1. CASH FLOW DURING FISCAL PERIOD

Balance July 1, 2017	1,431,990.48
Less: Appropriation Transfer	(25,000.00)
Add: Earned Interest	<u>24,394.67</u>
<b>Balance June 30, 2018</b>	<b>1,431,385.15</b>

2. RESOURCES AT CLOSE OF FISCAL PERIOD

<u>Type of Account</u>	<u>Interest</u>	<u>Invested Balance</u>
Pooled Investment Bartholomew	24,394.67	1,431,385.15



## SPECIAL FUNDS

The monies involved in the funds listed below have been segregated into separate accounts so that the Treasurer's Office may more easily track receipts and expenditures.

The reasons for such segregation vary, but are usually associated with the provisions of State Grant or Massachusetts statutes which require that interest earned, as well as principal, be expended on the Grant's objective or funds be used only for specific purposes outlined in the law.

### 1. CASH FLOW DURING FISCAL PERIOD

<u>Name of Account</u>	<u>Type of Account</u>	<u>Earned Interest</u>	<u>Invested Balance</u>
Arts Lottery	Passbook	2.68	7,223.84

### DEBT AUTHORIZED BUT NOT ISSUED

<u>Purpose</u>	<u>Town Meeting Authorization</u>	<u>Principal Amount Authorized</u>
Eddy Pond Dam	Article #26 5/7/08	60,000.00
2014 Various Capital	Article #3 5/6/14	50,000.00
New Middle School	Article #17 5/7/13	20,185,375.00
Roof Replacement AMS/Bryn	Article #6 3/24&4/1/15	3,024,153.00
2019 CIP	Article #4 5/1/18	537,000.00
FY19 LED Street Lights	Article #21 5/1/18	300,823.00
FY 19 Sewer Pumping Station	Article #18 5/1/18	<u>200,000.00</u>
		\$24,357,351.00

### SHORT TERM BORROWING

<b>2017-2018</b>		
<u>Purpose of Borrowing</u>	<u>Date of Issue</u>	<u>Amount</u>
CIP /New Middle School	Article 3 & 17 ATM.5/13	\$2,181,290

## TAX TITLE

When real estate taxes remain unpaid for an appreciable length of time, the collector has the authority under the law to place a registered lien on the property in default and transfer this unpaid balance to the Treasurer's book.

The Treasurer then has the problem of collecting all amounts due or disposing of property through foreclosure or other means. The tax title lien prevents the owner from selling or transferring his property without satisfying his debt to the Town.

<b>1. BALANCE IN TAX TITLE JULY 1, 2017</b>	<b>\$929,617.96</b>
Add: Commitments to Treasurer from Collector	
7/7/17-FY-17 Subsequent Taxes	227,974.37
Less:	
Reduction in committed amounts through-	
Partial Payments	(76,807.42)
Redemptions	(165,679.69)
Foreclosures	
Disclaimer/Abatements	
Commitment Adjustment	
Balance in Tax Title June 30, 2018	\$915,105.22

## **2. UNCOMMITTED PENALTY INTEREST, CHARGES AND FEES**

Collections of Treasurer's Office during 2017-2018	80,046.62
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## SUMMARY OF RESOURCES

### **1. SUMMARY OF RESOURCES BY:**

<u><b>Name of Fund</b></u>	<u><b>Interest</b></u>	<u><b>Balance 6/30/18</b></u>
General	144,568.62	39,359,349.10
Stabilization	47,380.41	2,987,332.23

School Stabilization	87.77	5,237.43
Trusts	28,989.68	1,829,180.36
Conservation	25.36	7,371.60
Pension Reserve	24,394.67	1,431,385.15
Arts Lottery	2.68	7,223.84
Auburn High Gym-Rec Trust	8,676.72	508,676.72
CIP Trust	25,880.34	1,520,038.57
OPEB Trust fund	144,878.09	3,673,705.38
<b>TOTAL</b>	<b>424,884.34</b>	<b>51,329,500.38</b>

## 2. SUMMARY OF RESOURCES BY TYPE OF INVESTMENT ACCOUNT

<u>Name of Fund</u>	<u>Type of Account</u>	<u>Total Interest '17-'18</u>
<b>General</b>	<b>Checking</b>	<b>45,506.23</b>
General	Depository	11,706.02
General	Money Markets	82,633.45
General	Pooled Investments	4,722.92
General	Certificate of Deposit	0.00
Stabilization	Pooled Investment	47,380.41
Stabilization/School	Pooled Investment	87.77
Trusts	Pooled Investment	28,989.68
Conservation	Pooled Investment	25.36
Pension Reserve	Pooled Investment	24,394.67
Arts Lottery	Regular Savings	2.68
Auburn High Gym-Rec Trust	Money Market	8,676.72
CIP Trust	Pooled Investment	25,880.34
OPEB Trust Fund	Pooled Investment	144,878.09
	Total June 30, 2018	<b>424,884.34</b>

Respectfully submitted,

Mary Ann Murphy, Treasurer/Collector

## **Information Technology (IT) Department**

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The IT Department had a busy year in 2018. A lot of changes were made, including physical and policy.

### **Fiber Optic Network**

The Town-owned fiber optic network experienced zero downtime in 2018.

### **VoIP (phone system)**

The VoIP phone system has continued to perform well throughout the year. There were a few minor issues, but they were resolved in a reasonable time.

### **Desktop support**

The department utilized the ticketing system to keep track of issues and maintain a knowledge base of remedies. The desktop replacement plan was followed, and laptops were replaced with new laptops. The software management system has been in use to automatically update certain software, install a baseline of software on new computers, and even manage critical windows updates.

### **Server support**

Our virtual servers continue to run flawlessly. All of the servers that were able to have been migrated to Server 2016.

### **Network Support**

All of the Town's core switches, which connect each building through the fiber network, have been updated for security and performance issues.

### **Websites**

Our websites continue to run with a high rate of uptime. No issues have been reported since the move to an off-site host. The public records form continues to be used and helpful in tracking requests.

### **Summary:**

In 2019, the IT Department will continue to focus on security and backups. Amanda will continue to provide desktop, website, and social media support. Kathy will continue to provide end user, Munis, and web site support.

I anticipate another very productive and rewarding year.

Respectfully submitted,

Michael Marino  
IT Director

## Police Department

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I am happy to submit the annual report for 2018. In 2018 the Auburn Police Communications / Dispatch center received in excess of twenty-one thousand calls for service. As I write this document the most current information (2017) the Auburn Police answered four thousand forty-nine calls to 911. In 2018, the Auburn Police Department received in excess of twenty-one thousand calls for service. Notwithstanding the City of Worcester, we receive on average one-third more calls to 911 than our surrounding communities. As MassPort continues to develop the Worcester Airport and anticipated future development in Auburn and the City of Worcester, I certainly anticipate the calls for service and calls to 911 will increase putting more strain on our public safety personnel.

Residential and commercial growth, combined with our unique and complex geographic location, increases the workload. The citizens of Auburn, Town Meeting members, Board of Selectmen as well as other local and state political leaders have been extremely supportive of our determination and commitment to provide exemplary public safety services and to accomplish our mission. We appreciate their support.

Our current staffing level is forty sworn officers, twelve communications specialists (nine full-time, 3 part-time), a civilian Communications Director along with other civilian support personnel. The police department has expanded many of the current programs and assignments based on our evolving public safety needs. I would be remiss if I did not include that Administrative Secretary; Cynthia Granger retired after thirty-two years of service with the Auburn Police Department. Veteran Police Officers George Vranos and James Ljunggren also retired this year with more than thirty years of dedicated service. Records Clerk, Stacy Fitzgerald was promoted to the new Administrative Secretary.

As previously stated, the Auburn Police Department continually strives to provide exceptional public safety services to our citizens. The Town Administration has supported the communications center remaining in our facility with unrestricted public access, staffed by communications specialists 24 hours a day. The Auburn Police Department handles all the emergency intake calls for Police, Fire and EMS.

I am particularly proud to report that in 2018 the Auburn Police Department filled three police officer vacancies with veterans of the United States Military. Officers Matthew Alexandrovich, Stephen Koopman and David Ljunggren successfully graduated from the Massachusetts State Police Academy on September 14, 2018. Officer Matthew Alexandrovich is a 16 year veteran and currently serves in the United States Army Reserves. He has been previously deployed overseas on two combat tours in Iraq. Officer Stephen Koopman is a veteran who proudly served in the United States Navy on the U.S.S. Jimmy Carter. Officer Koopman was previously deployed on two combat tours in the



**Officer Stephen Koopman being sworn in as a police officer by the Town Clerk.**

Indian and Pacific Oceans. Officer David Ljunggren is a veteran who proudly serves in the United States Air Force National Guard. Notably, David Ljunggren was deployed to Vega Baja, Puerto Rico to provide humanitarian aid and support in the aftermath of Hurricane Maria. All three officers have completed their required field training and are now patrolling the streets and roadways in Auburn.



**Officer Matthew Alexandrovich being sworn in as a police officer by the Town Clerk**

I received a recommendation from Lt. Todd R. Lemon that Officer John P. MacLean receive the departmental Meritorious Service Award for his actions during the pursuit and subsequent capture of Matthew Ostrander who intentionally hit and seriously injured Officer Luis Santos while he was deploying Stop Sticks to aide in terminating a dangerous pursuit. At the time, Ostrander was fleeing a house break with a loaded gun.



**Officer David Ljunggren being sworn in as a police officer by the Town Clerk**

Lt. Lemon wrote: *“The suspect was being pursued by another police agency from the scene of a house break (felony crime) during which he intentionally hit and seriously injured a police officer (deadly force). Then after crashing his vehicle, the suspect tried to carjack a civilian vehicle (felony crime). The suspect then displays a total lack of compliance in the presence of a uniformed police officer, lawfully displaying his firearm, while issuing verbal commands and direction. The suspect then tries to find and access his loaded and concealed handgun, or was at the very least mimicking that he was drawing a handgun and stating, “Shoot Me.” All of this is encircled by the physiological effects that a police officer encounters during extraordinary stress. Given the totality of those circumstances, it was the perfect storm for the lethal force shooting of an (at the moment) unarmed suspect. Officer MacLean's perception was that Ostrander was intentionally trying to provoke him (MacLean) into firing his gun. Officer MacLean did not believe the suspect was armed and did not fire. Officer MacLean chose a low level, use of force (pepper-spray) to subdue the suspect.”*

I concur with Lt. Lemon's assessment that Officer John MacLean exercised great restraint and judgment engaging and subduing this violent fleeing fugitive, thereby preserving the departments reputation for excellence even in the most trying and dangerous conditions. In this time of hyper-scrutiny by the media and others regarding the application of deadly force by police, Officer MacLean distinguished himself by protecting the lives and safety of all those present including himself from a lifelong career criminal that has apparently been involved in the court system since the age of eleven (11).

On September 10, 2018 Officer Luis Santos returned to full duty after recovering from his injuries for nineteen months enduring multiple surgeries and intense physical therapy.

On December 20, 2018 Officer John P. MacLean was presented with the Meritorious Service Award for an act, demonstrating distinguished service with an exceptional degree of good judgment, involving personal risk to his own life, during the pursuit and subsequent capture of a dangerous house break suspect.

Law enforcement continues to be one of the most dangerous professions in America. In 2018 there were 148 officer fatalities nationwide which realized a six percent increase from the year before, an average of 3 line of duty deaths, per state, per year. Auburn has not escaped those troubling statistics.



### **School Resource Officer**

The year proved to be another busy one for our School Resource Officer, Brian Kennedy. Officer Kennedy was involved in many activities that required working collaboratively with the school administration and faculty, the Worcester County District Attorney's Community Outreach Program, Auburn Youth and Family Services, Worcester County Sheriff's Office and the Department of Youth Services.

Programs and initiatives involving the Worcester County District Attorney's Office included the Roundtable Committee where various disciplines met on a quarterly basis to discuss crime trends and preventative measure for at-risk students and other issues that directly affect both faculty and the student body throughout the district. Always mindful of the potential dangers associated with the internet, Officer Kennedy and members of the district attorney's office presented a dynamic Internet Safety Program for students in Grade 3-5. Officer Kennedy also facilitates the "Officer Phil" safety program for grades K-2, during which the students are taught, in a very entertaining way, about seatbelts, walking to school and anti-bullying methods amongst many other age appropriate safety topics.

The Auburn Youth and Family Services along with Auburn High School Student Role Models continued the Community Assistance Resource Education Program, also known as CARE, to the student body in Grade 5. This comprehensive program taught students the dangers of substance abuse and offered strategies to better manage peer pressure. A highlight this year, once again, was the involvement of the Worcester County Sheriff's Office Face 2 Face Program demonstrating the dangers of alcohol and drug abuse. Facing an Opiate Crisis, Officer Kennedy has been able to facilitate this program, usually presented to high school students, for the grade 5 students in Auburn for the past 5 years. Recent studies have shown that prevention starts at an early age and, according to Sheriff Lew Evangelidis, Auburn is the only community which requests his program for grade 5 students.

## **Grant Summary**

For Fiscal Year 2018, the Auburn Police Department applied for and received a total of \$32,699.00 in grant funding. This funding was provided by the Executive Office of Public Safety and Security Highway Safety Division (EOPSS) to focus on traffic safety, pedestrian safety, and child passenger safety. The child passenger seat grant of \$2618.00 allowed APD to purchase 27 new, premium car seats for distribution to the residents of Auburn. APD participated in 3 traffic enforcement mobilizations and conducted crosswalk enforcement efforts in the areas that have generated complaints of drivers failing to stop for pedestrians. We utilized the pedestrian safety grant money of \$2250.00 to remind drivers to stop for pedestrians at our busiest crossings serving our children and the elderly. The crosswalk stings (Auburn Street, Oxford Street North, and Pakachoag Street) resulted in the stop of 25 motor vehicles for failure to stop for a pedestrian, with the operators only issued written warnings.

APD was awarded \$10,000 in EOPSS grant funding for traffic enforcement. \$1894.00 of this was used to purchase state of the art equipment for our crash reconstruction program which serves the Town of Auburn and the regional community. \$7900.00 was allocated for traffic enforcement with a focus on stopping vehicles for texting while driving, seatbelt violations, and impaired operation.

APD also received \$17,831.00 from EOPSS as part of the Edward J. Byrne Memorial Justice Assistance Grant Program. This grant enabled APD to purchase a vehicle mounted automated plate reader and a mobile data terminal for this system. This device automatically scans the license plates of passing vehicles looking for stolen vehicles and wanted persons. Auburn's central location and convergence of highways results in nearly 1500 be-on-the-lookout (BOLO's) notifications each year. A device like this enables our officers to look for those wanted vehicles more efficiently. APD will use this system for daily patrol operations to include scanning each school parking lot for unwanted persons.

## **National Incident Based Reporting System (NIBRS)**

2017	2018
Murder: 0	Murder: 0
Arrests: 627	Arrests: 525
Assaults: 141	Assaults: 105
Shoplifting: 90	Shoplifting: 100
Narcotics Violations: 53	Narcotics Violations: 45
Robbery: 2	Robbery: 1
Sex Offenses: 7	Sex Offenses: 10
Motor Vehicle Accidents: 437	Motor Vehicle Accidents: 398
Calls to 911: 4049	Calls to 911: 4364



## **2018 AUBURN POLICE DEPARTMENT STATISTICS**

Calls for Service: 21,077

Offense Reports: 1,177

Arrests: 525

Criminal Summons Issued: 263

Motor Vehicle Accidents reports submitted: 398

Motor Vehicle Citations issued: 2,591

Motor Vehicle Citation fines totaling: \$94,235.00

### **Detective Bureau**

In 2018, the four detectives assigned to the Detective Unit were responsible for 139 Incident Reports and 103 Assist Incident Reports for a total of 242 reports written related to incidents for the year that required investigatory assets. These numbers represent a slight increase over unit activity from 2017.

Additionally, the Detective Bureau executed eleven (11) search warrants in town associated with investigations and assisted several local and Federal partners with the execution of other search warrants in Central Massachusetts in a support capacity.

Members of the Detective Bureau also conducted twelve (12) pre-employment background checks during the course of the year. Nine (9) of these investigations were requested by the Town Manager's Office for positions within the Town Government and three (3) of these background investigations were for the Police Department's newest employees; Officer Stephen Koopman, Officer Matthew Alexandrovich and Officer David Ljunggren. All three young men passed their backgrounds, completed all required training and are now patrolling the streets of Auburn.

The Detective Bureau is also responsible for maintaining and improving the Department's on-line and social media presence through the Auburn Police Department website and the Department's Facebook, Twitter and Instagram accounts.

2018 saw almost forty thousand on-line visits or hits to the website while the other accounts also experienced significant increases of followers; now reaching a combined twenty-two thousand (22K) followers. All of these on-line platforms allow the Department to share information about police activities in the community and to interact with individuals who may have questions or issues.

### **Facility Needs**

In 2018 the Town of Auburn sought the services of a qualified architectural designer within the meaning of and in accordance with M.G.L. c.7C, § 44-57, to provide a facility evaluation, spatial needs assessment, site and conceptual building plans, floor plans with exterior conceptual designs and professional cost estimates related to the Auburn Fire Headquarters, Fire Station #2, and the

Auburn Police Station. After a committee was chosen interviews were held and TECTON Architects were eventually selected to move forward with the process. This endeavor was the result of the collaborative efforts of the Town Manager, Board of Selectmen, Town Meeting Members and department heads all of whom realized this needed to be done to ensure the integrity of our aging and, inadequate public safety facilities. We are expecting the feasibility study report to be completed by the Fall of 2019.

### **Pink Patch Project**

In 2018, the Auburn Police Department once again participated in the Pink Patch Project.

The Pink Patch Project involves creating a vibrant, pink version of our Department's regular shoulder patch and then selling them to the public in order to raise money for cancer research, treatment and support.



The patches are worn on the uniforms for the entire month of October, during "Breast Cancer Awareness Month".

Once again this year we partnered with the Adam Bullen Memorial Foundation and were able to raise nearly seven thousand dollars for the foundation through patch, key chain and t-shirt sales.

In our second year of participation, we partnered with Hooters of Shrewsbury, The Compass Tavern of Worcester and the Spencer Fair to increase awareness and community involvement in our fundraising efforts.

We provided guidance to at least six other Central Massachusetts Police and Fire Departments in order to get them involved by starting their own pink patch campaigns and we are already planning for next year.

In closing, I would like to thank the men and women of the Auburn Police Department, officers, communications personnel and support staff alike, for their hard work and dedication providing exemplary service to the citizens of Auburn. I would also like to thank our local and state officials, Town Manager Julie Jacobsen, Assistant Town Manager Ed Kazonovicz, Town Meeting Members and other town departments for their unwavering support and teamwork.

*Respectfully,*

*Andrew J Sluckis JR*

*Chief of Police*

## **Fire Rescue Department**

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I am pleased to submit the Annual Town Report for 2018. It was once again another very busy, record setting year for the members of the Auburn Fire Rescue Department (AFRD). Over the past three years in the Annual Town Report, I have had the opportunity to state that we recorded the busiest years in the departments then 98, 99 and 100-year history. This year, in our 101<sup>st</sup> year as an organized fire department we set another call volume record responding to 3,768 emergency calls for service. We responded to 2,610 medical emergencies and 1,158 fire calls with no EMS required. This represents over a 400% increase in our calls for service compared to 23 years ago in 1995 and represents a 3.61% increase in calls over 2017. Our "back to back" calls for service continued to rise with 35.47% of our call volume meeting those criteria. That means within 20 minutes of an emergency call we received a second, third and even fourth emergency call within that same 20 minute time period. Approximately 1,336 emergency calls fell into that category.

The demands on a professional fire and EMS service continue to dramatically change and I am proud that this department steps up to the plate each day to address those challenges head on. This means that training in our department is constant. It continues to be the corner stone of our operation and is a large part of our operational success. This year our department members had the opportunity to train and teach both locally and around the country as subject matter experts in their fields. Our department took the lead on a training effort and white paper report on the status of Rapid Intervention Teams within Massachusetts Fire District 7. Our department continues to be leaders in our field and committed to training to ensure that our members can operate as safely as possible and that we are delivering the best service possible to our citizens, both in emergency and non-emergency settings.

In July of 2018, the department took delivery of its new Forestry truck. The new 2017 Ford F-350 replaced our 1993 Ford F-350 that we received as government surplus in 2007. The new truck came equipped with a brand new 250-gallon water tank, pump and hose reel that replaced our old unit that was 21 years old. This truck is a key piece of equipment in getting off road to fight brush fires along the railroad tracks and other remote areas of town.

This year we welcomed two new career members to the AFRD as well as four new call firefighters. We also promoted two members to the ranks of Lieutenant and Captain. During two separate swearing in ceremonies held at Town Hall on January 22<sup>nd</sup> and June 27, 2018 Firefighter/EMT's Thomas Briggs and Melissa Tyler were sworn in as career members of the department. Also sworn in on June 27<sup>th</sup> was Firefighter/EMT Stephen Lemieux who has served the department for over 25 years. He took the Oath of Office as a Lieutenant. Also taking a new oath that day was Lieutenant Adam Rivers who was promoted to the rank of Captain. In July four new call firefighters were sworn in. They were, Joshua Donovan, Christine Keogh, James Sylvia and Scott Williams.

Although the department hired four call firefighters this year we are still finding it extremely difficult to recruit and retain call members. As I write this report, two of the four new call firefighters hired in 2018 will become career members of this department in 2019 further reducing the on call ranks from seven to five members. In addition, we are expecting two

retirements in the upcoming year and two other on call members seeking full time employment as career firefighters elsewhere leaving only one call firefighter in our ranks. Although a blessing and a curse because we have had some great call firefighters in recent years. The fallout is that our call firefighters are desirable candidates for other departments. Almost half of our current career staff were call firefighters making the retention piece extremely difficult. This has been an issue that I have been speaking about publicly for many years and is not just a problem related to the town of Auburn. The reduction of call firefighters is a well-documented issue across the nation and here in Massachusetts. Within our fire district alone, we have seen these challenges. In 2017, Massachusetts Fire District 7 looked at the issue of call firefighter retention and published a report. Between 1997 and 2007, departments in MA Fire District 7 employed a wide number of call firefighters. Those numbers ranged between 18 and 80 call firefighters. During that time 3 departments within the district saw a 50% reduction in the number of on call firefighters, 8 departments saw between a 25 – 33% reduction while 13 departments saw no significant changes in their call firefighter staffing. A more significant reduction was seen between 2007 and 2017 with 11 departments seeing a 50% or greater decrease in their call firefighter staffing. Four departments saw a reduction between 25 – 33% and 9 departments saw no significant changes in their call firefighter staffing.

One thing that needs to be considered when looking at the data of call firefighter staffing is that even though the total number of call firefighters in some departments may have remained steady over a twenty year period, how many members have come and gone from the department in that time period? Take the Town of Spencer for example. Although they reported employing 47 call firefighters in 1997 and employing 42 today, they have seen 72 call firefighters come and go in that 20 year period. The majority of call firefighters that quit the department left with less than 5 years' experience. That is a tremendous amount of money, time and energy spent in training new members for a net loss of five members in 20 years. Auburn is in a similar situation. Just in the past 10 years, we have seen a total of 37 call firefighters leave the call department. Some of those members retired with decades of honorable service to the department. Most were here for three years or less before they left the department and six became career firefighters within our department. Again, that is a tremendous amount of money, time and energy spent in training new call members that usually leave within three years.

The Chiefs in the district were asked to give their opinions on why there is a decrease in the amount of qualified call firefighter candidates applying to departments. There were a wide range of answers. The most popular answers are noted. (They are ranked in order)

- Increased training requirements
- Busy home life
- Overall reduction in general volunteerism
- Changing community dynamic
- Out of town employment
- Low pay
- Loss of wages from full time job
- Unable to pass background check
- Lack of commitment
- Increased health risks concerning firefighting

The Chiefs were also asked to report the main reason their call firefighters are leaving their departments. Again, there was a wide range of answers. The most popular are noted. (They are ranked in order)

- Time commitment
- Increased training requirements
- Reduced availability
- Full time job commitments
- Moved out of town
- Retirement
- Obtained fulltime firefighting job
- Age / physical ability
- Working out of town (travel)
- Transition to a combination department

Of the 24 departments in the fire district that participated in the survey the large majority have seen a decrease in the number of call firefighters serving their department in the past 20 years. Even those whose numbers have held fairly steady report large turnover in those years that required recruitment and training of new members to maintain their call firefighter staffing. Several factors were identified in the study which included a changing community dynamic as volunteerism continues to decline and the need for families to have dual incomes. In addition the demands of the fire service continue to rise with increased training requirements, call volume and expectations for more diverse services such as Haz Mat response, Emergency Medical Services and Technical Rescue which will continue to put a strain on our current members and those wanting to serve the community as call firefighters. Furthermore, increased family responsibilities and commitments of a member's full time job will continue to put a strain on their abilities to serve. Another component that cannot be overlooked is the increased health risks to firefighters. According to the Center for Disease Control and the National Institute for Occupational Safety and Health firefighters face higher risks of certain types of cancers than the general U.S. population. In addition "the Firefighter Behavioral Health Alliance estimates about 30 percent of the nation's 1.3 million career and volunteer firefighters suffer from PTSD, with 132 suicides by active and former U.S. firefighters and paramedics reported last year. As this information becomes more common knowledge through media and other studies this may be another contributing factor in the decline of call firefighters as there may be safer volunteer opportunities in a community that will not affect their overall health and safety. To read the full white paper report on this issue visit our website at [auburnmassfire.org](http://auburnmassfire.org) and click on the educational material link at the top of the home page.

Another addition in 2018 to our public safety team was the hiring of Penny Ryan as the Town's first Communications Director for our 911 center. Following an extensive interview process that included an assessment center, the town hired Mrs. Ryan. She had previously served as a public safety professional for the past 24 years. Starting as a call Emergency Medical Technician for the Town of Charlton in 1994, she worked as an EMT-Intermediate on an Advanced Life Support Ambulance. Mrs. Ryan became a Public Safety Dispatcher in 1998 and had served as the Lead Dispatcher for the Charlton Police Department since 2011. She also worked per diem as a dispatcher for the Southbridge Police Department. Mrs. Ryan holds a Communications Center Supervisor Certificate from the Association of Public Safety Communications (APCO), is an

APCO Communications Training Officer, holds certification in Emergency Medical Dispatch, CPR Instructor for the American Heart Association, graduate of the Western Massachusetts Regional Training Center Reserve/Intermittent Police Academy and is one of only 25 dispatchers in Massachusetts to hold certification as a Communication Center Manager from the International Academies of Emergency Dispatch.

The Communications Director for the towns public safety dispatch center is tasked with overseeing all center personnel and establishing its policies and procedures and over sight of its day-to-day operations. Over the years public safety dispatching has grown into a professional career requiring advanced skills and knowledge to keep up with the fast paced technology that comes with the job. Long gone are the days of answering the phone and talking on the radio to dispatch a public safety vehicle. Today's dispatchers are surrounded by computer aided dispatch software and new technology such as enhanced 911, text to 911 systems, Emergency Medical Dispatch (EMD), where 911 operators are now required to stay on the phone with those calling for help with a medical emergency and providing medical instruction over the phone until Paramedics arrive on scene. With the EMD piece alone, state law requires that a review of those calls be completed to ensure quality assurance and quality improvement. Prior to the start of the Communications Director, our center was unable to provide any quality assurance in accordance with state law. Our public safety communications specialist are the never seen, vital link in our public safety chain. The fact that we have been able to place a true Director in that role for oversight of this critical operation is a major benefit to the town and its public safety departments.

At the October 24, 2017 Fall Town Meeting, Article 14 was approved unanimously authorizing the town to appropriate \$150,000 to begin a feasibility study to construct or renovate two new fire stations and a police station. A Designer Selection Committee was established by the Town Manager made up of the Fire Chief, Police Lieutenant, Building Commissioner and two citizen's at large. Their charge was to interview architectural firms, rate them and make a recommendation to the Town Manager so a contract could be executed. In 2018 the Town entered into a contract with Tecton Architects from Hartford CT to begin that study. As of the writing of this report Tecton has met with fire and police representatives on multiple occasions as we complete the programming piece of the study. It is the hope of town administration that we will have a presentation for town meeting members at the 2019 fall town meeting in October. I want to thank all of the members of the Design Selection Committee for all of your hard work in putting together the RFQ and interviewing firms. Your diligence ensured we are working with a very strong firm that we are comfortable with and understands the needs of our community.

We continue to be active in our social media effort by maintaining our Facebook, Twitter, Instagram and our You Tube channel. The Chief of Department continues to be a leader in the public safety social media world by contributing articles and speaking at various conferences on the topic of social media and public relations within the fire service. Our social media platforms are used during emergencies to keep the public informed during situations like major snowstorms, hurricanes, major road closures, traffic advisories, etc. The public continues to embrace our efforts and has communicated important information to us during certain types of emergencies. We also use the page to showcase the department and keep the public informed of our activities. We will continue to post safety related messages periodically to remind people of certain actions they can take to keep themselves safe during certain seasons of the year. You can find the AFRD on Facebook, Twitter, Instagram or You Tube at *auburnmassfire*. Also, please visit our website at *auburnmassfire.org*

The 15 members of the AFRD that are assigned to the District 7 Regional Technical Rescue Team which encompasses high angle, confined space, trench and structural collapse rescue, as well as all underwater search & rescue and recovery and swift water rescue continue to train bi-monthly. The members of this district team have been aggressively training and responding to emergencies across District 7. On the afternoon of Sunday October 14<sup>th</sup> members of the AFRD assigned to the technical rescue team were activated to the Town of Millbury at the Wheelabrator plant to rescue two workers who were stuck on a mechanical elevator, similar to a window washer's platform. The workers were stuck 30 feet down in a boiler and needed to be extricated. Members of our department, including Squad Leader Kim O'Brien, Captain Justin Brigham and FF Tom Briggs were first to arrive on scene and made the rescue. The skill of our members and this regional team continue to be extremely impressive as each year passes. I want to thank all of the members assigned to the technical rescue team for your talent, skills and dedication to this very difficult job. It takes hundreds of hours of time beyond their normal job duties to become proficient in these skills and it is truly appreciated.

Firefighter Scott Davis continues with his assignment as a Paramedic serving with the CEMLEC SWAT Team. He is currently one of three SWAT Medics assigned to the team from the region and continues to train bi-weekly with the team. Scott has had the opportunity to travel around the region and teach other fire and police departments the methods of a "Rescue Task Force" and "Stop the Bleed" programs used in active shooter situations. In addition, our Harley Davidson Motorcycle (MC-1), licensed by the state as a Class V Ambulance continues to assist the CEMLEC Regional Motor Unit providing Advanced Life Support EMS to the team and the public. On September 15, 2018, Motor Unit member, Firefighter Fran Hartnett was assigned to escort a motorcycle ride along with several Police motors from CEMLEC. Firefighter Hartnett witnessed a motorcycle accident right in front of him as a female operator of a bike struck a curb and was thrown approximately 15 feet away from the bike. The patient suffered severe injuries and FF Hartnett was on scene within seconds evaluating and treating the patient at the Advanced Life Support level. The program has proved to be a success and the Motor Unit continues to handle all of the local EMS details and requests that we receive in town such as road races, parades and other public events.

Training continues to play a major role in the department and as mentioned earlier is a large part of our operational success. I am extremely proud of the work that goes into training on a daily basis and we are in many ways the envy of departments within our district because of our training regimen. The departments Training Division coordinates training sessions for all members of the department. Captain Adam Rivers who serves as the departments training officer has done a great job over the past several years in organizing meaningful training for our members. Lieutenant Stephen Lemieux who serves as the Asst. Training Officer assists him. I also want to thank Lieutenant's Scott Henderson and Adam LaFlash who work within our EMS Division. They provide oversight of both our Quality Assurance review of our medical calls and our training to keep members current in changing practices and up to date on their continuing education credits for re-certification. They coordinate all of our EMS "rounds" with our Medical Director so we can continue to have highly trained and skilled firefighters and Emergency Medical Technicians. I would like to thank all of the members of the Training Division for their commitment, time and effort that is put into training. I would also like to thank the members who continue to seek training and education on their own time outside the department. Your skills and abilities continue to be recognized by our citizen's as well as our mutual aid partners.

The *Bureau of Community Risk Reduction (BCRR)* continues to improve the quality of life for our residents and decrease its risk. The BCRR was previously made up of five divisions, Fire Prevention, Community CPR, Hazardous Materials Tracking, Pre-Fire Planning and Public Education, including senior education. Last year we added a 6<sup>th</sup> division to the bureau, Community Health & Wellness. The Community Health & Wellness Division is served by Firefighter/Paramedic Tess DiDonato who serves as the division's coordinator and Firefighter/EMT Jonathan Yursha. The division is committed to collaborate and advocate with other departments and organizations to increase the community's capacity to meet health and wellness needs of our citizen's. The division serves as the liaison between agencies such as the Council on Aging, Board of Health and Visiting Nurses Association to ensure that underserved populations don't slip through the cracks and help facilitate additional services to an individual or family that may be in need. The division has several partnerships including the Auburn Police Department with the installation and safety checks of car seats and with Auburn Youth & Family Services to provide babysitting courses to young adults. Firefighter DiDonato has developed close working relationships with the senior center and has made many home visits with seniors to install smoke detectors in their homes where they may not have had any and to conduct safety checks to eliminate obvious hazards in the home. Firefighter/Paramedic Ovi Ticlea continues to run our Community CPR Program and does an outstanding job. He has trained hundreds of citizens and health care providers. The members of the BCRR work hard every day to provide quality programs and information to the residents of the community and I am extremely proud of their work.

On September 5, 2018, we began another successful Citizen's Fire Academy with six residents of the community. We also participated in the Town's first annual Leadership Academy. Both of these programs are designed to give the residents and business owners of our community a behind the scenes look at what it takes to run a successful department and community. We encourage all residents to take advantage of these free, worthwhile programs to learn more about your fire rescue department and town.

This past year Captain Greg Morin of the BCRR Fire Prevention Division continued to perform inspections and code compliance actions throughout the community. These were completed on residential, retail, commercial, assembly, educational and healthcare occupancies. Many of these inspections are reoccurring throughout the year. In addition this division handles all of the residential and commercial plan reviews, 21E hazardous materials studies, tank truck inspections, many complaints throughout the year as well as several code issues that are uncovered by compliance checks. As mentioned in last year's Annual Town Report Captain Stephen Anderson was the only member of the fire prevention division that was assigned fulltime. Captain Morin was a Shift Commander and was primarily responsible for the day-to-day emergency activities and supervision of the members of his shift for the 24-hour tour. Captain Morin was only able to lend a few hours per day of his 24-hour shift to residential smoke and oil inspections required by law. This fiscal year we were able to restore the second full time fire inspector's position that was lost through attrition in 2003. The community's commercial base has grown over the past 25 plus years and continues to grow with many projects on the horizon. The loss of that second inspector's position many years ago had a huge impact on that division and restoring it was critical in ensuring the Fire Prevention Division has the resources necessary to keep up with the daily demands of that office. In 2018, the Fire Prevention Division recorded 1,338 code enforcement interactions with the community.



We held our annual fire prevention open house again this year at fire headquarters. Members assigned to the Bureau of Community Risk Reduction, Public Education Division spent fire prevention week in the schools teaching children the importance of fire safety in the home and important skills including stop, drop and roll, and how to plan an escape route from their home. The open house on that Saturday drew a large crowd of people. Children and adults participated in various activities including a tour of our Tower truck, the Fire Districts smoke house, learned the proper use of a fire extinguisher and other equipment demonstrations including equipment of the Regional Dive Team and our rescue equipment such as the “Jaws of Life”. Both Papa Gino’s Pizza and the Auburn Permanent Firefighters Local 4157 once again sponsored the event. This year’s event was a great success and I applaud the efforts of Captain Shawn Steele who heads the department’s fire prevention education programs. As part of the fire prevention week activities, children from the elementary schools participate in the annual poster contest. The top twelve posters were selected and those children were invited to fire headquarters for a small breakfast hosted in their honor where they receive some small gifts from the department. Each year the first and second place winners are honored with a brand new bicycle. We look forward to that breakfast each year and thank the Auburn Public Schools for their support and keeping this tradition alive for over 35 years.

The AFRD continues to play an active role in the School Superintendents Safety Advisory Committee. Both Captain Anderson and Chief Coleman meet with representatives of the Police Department, School Department and the Town’s Building Commissioner to discuss issues relative to safety within our schools. This committee has been in place for many years and has done a tremendous amount of work getting both the schools and its staff prepared for emergencies. We continue to be very proud to be a part of this team, and would like to thank all of the members who serve for their support and guidance as we make very difficult decisions regarding the personal safety of the children and staff within our schools.

In closing, I would like to thank all of the officers and members of the AFRD for the outstanding effort they give to ensure that the citizens of Auburn are protected. 2018 was another very busy year for our department filled with both happy moments and tragedies that ultimately take a toll on our members. I am extremely proud of all of our staff and for their resilience. I would also like to thank our local officials, Town Meeting Members, Town Manager Julie Jacobson, Asst. Town Manager/CFO Ed Kazonovicz, Auburn Police Department, Auburn DPW, Department of Inspectional Services, Auburn Public Schools and other town departments and the citizens of Auburn for their continued support of our department.

\*This year’s Annual Town Report is dedicated to Worcester Firefighter Christopher Roy, who died in the line of duty on December 9, 2018 while battling a structure fire at 7 Lowell St. in Worcester. It is also dedicated to all of the brave firefighters involved in his very difficult rescue, including those Auburn Firefighters involved from Group 3.

Respectfully submitted,

Stephen M. Coleman Jr., MPA, CFO  
Chief of Department

## DEPARTMENT OF PUBLIC WORKS

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The Department of Public Works (DPW) consists of the following divisions; Engineering, Highway, Sewer, Parks, Recreation and Cemetery, Fleet Maintenance, Facilities Maintenance, and the Pakachoag Golf Course.

The DPW's mission is to provide the residents of Auburn with a well maintained roadway, drainage, and sewer infrastructure, superior athletic facilities and parks, as well as recreational programs and activities for all age groups in our community. One of our priorities is also to improve the Pakachoag Golf Course to attract new golfers while retaining the current dedicated users of our 9-hole course by providing a friendly and welcoming atmosphere at a well-groomed facility at a reasonable cost. In addition, the DPW is committed to improving and maintaining the Town administration buildings and over 100 Town vehicles in an efficient and effective manner.

### ENGINEERING DIVISION

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The Engineering Division provides engineering services for streets, sidewalks, bridges, dams, landfill, stormwater infrastructure and sewer facilities. Its responsibilities also include technical assistance to and review of plan submittals and permitting issues for the Conservation Commission, Planning Board, Zoning Board of Appeals and Town capital facility projects. In addition, the Engineering Division also develops and manages the regulations governing traffic and parking in the Town, and provides traffic planning analysis and recommendations. Below is a brief summary of the Engineering Division's accomplishments in 2018.



The Engineering Division designed and awarded the 2018 Roadway Reconstruction and Resurfacing project to P.J. Keating, Inc. the lowest bidder. Construction on the project started in October, and will resume in the spring of 2019. The following roads are included in the contract:

<b><u>STREET</u></b>	<b><u>LOCATION</u></b>	<b><u>FEET</u></b>
Central St	Church St to Auburn St	2124'
Faneuff St	Vine St to Grandview St	779'
Fletcher Dr	Knowles St to Loring St	686'
Grandview St	Vine St to Richards St	1057'
Knowles St	South St to Packard Ave	1725'
Packard Ave	Central St to Knowles St	312'
Renaud Dr	Auburn St to End	360'
South Terrace	Winter St to South St	360'
Windsor Ave	Central St to Kenalray Rd	757'
Winter St	Knowles St to Central St	472'

The Lake and Pond Aquatic Vegetation Control project is ongoing. The Engineering Division is responsible for the yearly preparation of bid documents for the treatment of Eddy Pond, Pondville Pond and Leesville Pond against nuisance vegetation. The project is scheduled to be awarded in early spring, with the start of work at the end of April.

The United States Environmental Protection Agency's National Pollutant Discharge Elimination System's (NPDES) 2016 Massachusetts Small Separate Storm Sewer System (MS4) permit became effective July 1, 2018. As required of the Town, the Engineering Division prepared and filed a Notice of Intent (NOI) to obtain authorization to discharge stormwater into waters of the United States. In addition to the Notice of Intent, the permit includes multiple yearly requirements over the next five years that the Town is mandated to meet that the Engineering Division will be working on in collaboration with other town departments.

In addition, to the Town's individual efforts in stormwater compliance, Auburn is one of 30 communities that make up the Central Massachusetts Regional Stormwater Coalition. As part of this work, the Town's Civil Engineer is a member of the steering committee, the Education sub-committee and the Technical sub-committee, allowing Auburn to have a voice in the decision making process as well as taking advantage of all the programs and resources the Coalition offers.

The Engineering Division consists of William Coyle, P.E., DPW Director/Town Engineer and Joanna Paquin, P.E., Civil Engineer.

## HIGHWAY DIVISION

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The Highway Division's roadway maintenance responsibilities include roadway patching, crack sealing, drainage improvements, street sweeping, brush cutting, tree trimming, painting of crosswalks and stop lines. In addition, the Division is responsible for the upkeep of stormwater infrastructure as well as plowing and treating 100 roadway miles and all municipal lots including; the Town Hall, Library, Senior Center, Fire Stations, Police Station and all school lots, during winter storm events.

As part of the Highway Division's roadway maintenance program Oxford Street North and Chestnut Street were crack sealed this year to maximize their life.

The Highway division installed subdrain along Rochdale Street, Appleton Road, Hill Street and Booth Road to alleviate ponding/flooding. The Division also worked with golf course staff to continue installation of subdrain at the Pakachoag Golf Course near the 2nd and 5th greens to alleviate drainage issues in the area.



The DPW's Facilities Maintenance Section continues to make major improvements to the Town's buildings and completed numerous projects on Town-owned properties. These include expansion of office space for the Department of Development and Inspectional Services on the second floor of the Town Hall, the construction of a new Facilities Maintenance workshop at the DPW, roof replacement on the cemetery maintenance buildings, and the Highway building siding and exterior paint.

### Staff

The Highway Division consists of Kenneth Fairbanks, Highway Superintendent, Pat D'Agostino, Administrative Assistant, James Beauregard, Working Foreman/Skilled Craftsman I, Mark Berryman, Foreman, Steve Duff, Steve Nozzolillo, Ronald Androlewicz, Construction Foreman, Terry Gaspie, Fleet Mechanic, Michael Craft, Robert Cottle, and Brian Dietlin, Zachary St. Jean, Patrick Montague.

## SEWER DIVISION

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The Auburn sewer system became operational in 1974. Foresight and planning over the years has resulted in a modern sewer system consisting of approximately 85 miles of sewer lines and 12 sewer pumping stations in various locations around town. The total value of the system is approximately \$12.03 million. Approximately 85% of the town is sewer. Areas not currently sewer are the most remote and costly areas to install and operate a sewer system.

The total number of sewer connections is distributed as follows:

Residential	5541
Residential/Commercial	44
Commercial	509
Tax Exempt	263
Worcester Connections	<u>58</u>
Total	6415

The total wastewater discharge to the Upper Blackstone Water Pollution Abatement District for treatment for FY 2018 was 608,163,624 gallons, an average of 1,666,202 gallons per day.



The Sewer Division has been operating under an enterprise fund financial structure since the year 2000. Therefore, the Department is financially self-sustaining raising revenues through usage fees, connection fees, permit fees, Infiltration/Inflow (I&I) removal fees, and State Sewer Relief Funding (SRF) when available. Unfortunately the SRF has been minimal if at all available for the past several years. Operating costs have continued to increase mainly due to the EPA mandated capital projects at the Upper Blackstone Water Pollution Abatement District (UBWPAD) Treatment Facility. The assessment from UBWPAD was decreased by 6.45% due to the decrease in Auburn's flow to the plant combined with the strategic use of free cash. Auburn's flow was reduced by 10.6% but the unit cost of disposal has increased slightly. The reduced flow is the result of successful I/I removal from the town's sewerage system and the lack of rainfall during the past year.

Auburn's flow to the UBWPAD treatment plant represents 4.6% of the total wastewater that is treated at the plant. The UBWPAD assessment represents 59.33% of the overall Sewer budget.

Sewer use charges are based on water use. The minimum charge was increased from \$170.00 to \$180.00. This minimum charge includes the first 5,000 gallons of usage. Most households



containing senior citizens are billed this amount due to their low water usage. The additional charge over the first 5,000 cubic feet was increased from \$6.46 per 100 cubic feet to \$6.94 per 100 cubic feet. The Division continued the semi-annual billing this year that was established in 2015. This means that the sewer bill is sent out in two identical amounts, one in October and one in or about April. This is done in hopes of reducing the burden to households/businesses that use larger amounts of water.

The conversion of 4 of the 5 pneumatic ejector stations to submersible pump stations continued this year. Currently 3 of the 4 stations have been upgraded, we will be completing the project early in the spring, weather permitting.

The staff and the Sewer Commissioners are reviewing an Emergency Action Plan for the force main from the Pinrock pump station to the treatment plant. This plan will give guidance to the department in the event that the station or the force main experiences a failure. The Department is working with Onsite Engineering in the development of a bypass/new force main. The plans are at the 90% complete stage. Once the plans are complete, the Department will be petitioning Town Meeting to appropriate money to install the new force main.

The Division's daily responsibilities include preventive work such as running generators, lubricating pumps, cleaning wet wells and cleaning main lines in the street. The pump replacement program continued this year with the replacement of 4 large capacity pumps. The crew has been working to replace the old style manhole frames and covers that have numerous vent holes in the covers with a new style hinged, sealed, locking style frames and covers. This project eliminates stormwater from entering the system through the vent holes. The work has been performed in the roadways as well as in the off-road, cross country sewer easements. The division has also provided the new frames and covers to the paving contractors when a road is repaved in order for new covers to be installed at the time of final paving.

The Sewer Division would like to note that it is illegal to have sump pumps and roof drains connected to the public sanitary sewer system because it increases treatment costs to town residents that are connected to the sanitary sewer system. With sump pumps discharging into the sewer system, the increase in costs include a rise in utility cost and pump station maintenance to transport the "clean rainwater" to the treatment plant as well as extra flow that the Town pays to treat the clean water.

The Sewer Division staff is comprised of Jeffrey C. Mitchell, Assistant DPW Director/Superintendent, JoAnne Donahue, Clerk/Secretary, Joseph C. Cusson, Operations Foreman, Kenneth Rabouin, Fleet Mechanic I/Senior Sewer Mechanic, Glenn Maffei, Senior Sewer Mechanic, Scott Schold, Mechanic's Helper and Timothy Durgin, Mechanic's Helper.

The Board of Sewer Commissioners consists of three volunteer residents appointed by the Town Manager. The Board members are Thomas J. Healey, Chairperson, Wayne M. Belec, Vice Chairperson, and Mark E. LaPlante, Secretary. The Board holds regularly scheduled public meetings to discuss operations, capital planning, establish budgets, user rates and various other issues. The DPW would like to thank the Sewer Commissioners for their dedication and hard work throughout the year.

Under the reorganization due to the formation of a Department of Public Works, the Sewer Division works in conjunction with other divisions by lending equipment and manpower to other town departments and divisions to perform such work as cleaning catch basins, drain lines and plowing snow as required. I would like to thank the Cemetery/Parks and Highway Divisions and the Fire, Police, and School Departments for allowing the Sewer Division to use their equipment, manpower, and facilities as needed. In addition, the Sewer Division has a working agreement with the City of Worcester to utilize equipment and manpower for specialized services at no cost to the town.

## **PARKS, RECREATION & CEMETERY DIVISION**

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The Parks, Recreation, and Cemetery Division manages, develops and improves the parks and recreation facilities of the Town; plans, implements and manages the recreation and cultural activities of the Town; and operates and maintains Town cemeteries as facilities for public and private internments.

The DPW would like to thank the Parks, Recreation, and Cemetery Committee for their time and effort throughout the year! The Committee members consist of Sari Bitticks, Malory O'Brien, Jeffrey Bylund, and Raffi Vartabedian.

### **PARKS**

The Parks Section maintains 130 acres of grounds including fields, schools, Southold Meadows and other Town properties. Their responsibilities include prepping and lining the baseball and football fields, mulching around the monuments at various locations throughout the Veteran's Memorial Corridor, mowing grass, weed whacking, leaf removal in the fall and maintenance of landscaping at the Town Hall, Schools, Library, Senior Center and other Town facilities.

The Parks Division organizes the annual Summer Concert Series, held at the Dr. Arthur and Dr. Martha Pappas Recreational Complex. This year, the concert series consisted of 12 artists throughout the summer.

During the winter months the Parks Division repairs equipment and helps with the plowing of the roads during inclement weather.

The Parks Section consists of Ken Fairbanks, Parks, Recreation and Cemetery Superintendent, Kevin Fairbanks, Foreman, Peter Beaulac, General Foreman, and Joseph Dalbac.

### **CEMETERY**

The main objective of the Cemetery Section is to provide families with a caring and respectful environment after the loss of a loved one.

The Cemetery employees are responsible for coordinating with Funeral Homes and loved ones of the deceased to prepare final arrangements. In addition, Cemetery staff is also charged with the upkeep of the cemeteries, which includes mowing, landscaping, and tree removal.

The Division maintains Hillside Cemetery on Central Street, West Auburn Cemetery on the corner of Waterman Road and Southbridge Street, Center Cemetery on Central Street next to the First Congregation Church and Clark Cemetery on Prospect Street.

The Cemetery Section had the following interments:

Full Burials	Cremations
50	40

The following money was paid to the Treasurer:

Perpetual Care	\$30,990.00
Sale of Lots and Graves	\$19,160.00
Interments, Canopy Use, Monument Foundations	\$80,987.20
Interest from Perpetual Care	\$20,276.20
<b>Income Total FY 2018</b>	<b>\$151,413.40</b>

Operating Cost:

Hillside, Center, West Auburn, and Clark	\$203,658.70
Operation Cost, Less Income for 2018 is a deficit	(\$52,245.30)

The Cemetery Section consists of Ken Fairbanks, Parks, Cemetery and Recreation Superintendent, Jason Sciarappa, General Foreman, Ray Robichaud, Foreman and Patricia Messina, Clerk.

## RECREATION

The Auburn Recreation and Culture's mission is to provide professional leadership to enrich the lives of the citizens of Auburn through quality programming. Its main objective is to develop a diversified year round activity program for all age populations by cooperating with all entities, organizations, groups and residents in developing, supervising and implementing public recreation and culture.

Recreation and Culture activities can reduce health care costs nationwide, can help reduce vandalism and crime, can generate revenue, can help create a more productive workforce and can improve the cognitive and academic performance of children and can strengthen the family unit and community.

The Parks, Recreation and Cemetery Committee meet to discuss and plan monthly events for the community as well as daily activities for the community. Monthly meetings are held the second Wednesday of the month and are televised live through Auburn Cable TV. Through outreach, the Recreation and Culture Section raises awareness of the multiple programs that are offered to the community.



Auburn Recreation and Culture offers many opportunities for our residents to get fit! Some of our fitness classes include strength and sculpt cardio, Piyo, and beach body fitness. Our ice skating rink, located at the Prospect Street Veterans' Memorial Park, is maintained by the Parks Division throughout the winter season (weather permitting) and is available to kids and families. We also offer organized sports for youth and adults such as coed basketball, coed summer soccer, flag rugby, flag football league, girls varsity basketball summer league, and tennis lessons.

Some of our summer programs include the Concert in the Park series and our fourth annual Summer Movie Series, both held at the Dr. Arthur and Dr. Martha Pappas Recreational Complex. We also provide a quality eight-week summer camp program at the Auburn High School for children ages five to twelve years.

Auburn Recreation and Culture, in collaboration with the Auburn Public Schools, hosted its Tenth Annual Fall Festival in conjunction with the Homecoming Ceremonies. The event was a huge success. The fifth annual Holiday Craft fair was also held this year, with over 150 vendors in addition to a visit with Santa and a workshop for children. Santa was also present at the annual Tree Lighting Ceremony, located outside of the Auburn Street Fire Station Headquarters. We held our tenth annual Light up Auburn contest and celebration, with the participation of many houses and businesses, bringing the community together. In collaboration with many town departments, Auburn Recreation hosted the Independence Day Celebration at the Dr. Arthur and Dr. Martha Pappas Recreation Complex for the sixth year in a row. The celebration included vendors, many nonprofit organizations, live entertainment and fireworks.

The Town also hosted the Special Olympics Massachusetts, Basketball event at the Auburn High School for the tenth year in a row. Many organizations participated in the ceremonies including Girl Scouts, Boy Scouts, Student Council, Auburn Middle School and Auburn High School Basketball teams, Auburn Varsity Cheerleaders, Auburn Varsity Hockey team, Winter Track, The Auburn Webster lodge of Elks, Rotary, Knights of Columbus, American Legion, Auburn Middle School Cheerleaders, First Congregational Church and Pakachoag Church in addition to many individuals in the Community.

The Recreation and Culture Subsection consists of Ken Fairbanks, Parks, Cemetery and Recreation Superintendent and Kristen Pappas, Recreation Director.

### **PAKACHOAG GOLF COURSE**

This year was the second year of the Town assuming the operation, maintenance, and management of the Pakachoag Golf Course. The golf season was off to a late start this year due to a wet spring. Additionally, due to a rainy fall, the number of golfers was less than previous years. However, even with this late start and wet fall we finished the year exceeding our expectations with the following rounds of golf played, memberships and golf carts rented:

<b><u>Type of Activity</u></b>	<b><u>Frequency</u></b>
9-hole weekday	7,208 rounds
9-hole weekend	6,228 rounds

9-hole Jr./Sr. weekday	3,371 rounds
18-hole weekday	68 rounds
18-hole weekend	169 rounds
18-hole Jr./Sr. weekday	35 rounds
Back 9 round (total)	220 rounds
Sunrise/Twilight/Father's Day Special	66 rounds
<u>Total Rounds of golf*</u>	<u>17,365 rounds</u>
Adult Memberships	16
Junior Memberships	16
<u>Total Memberships</u>	<u>32</u>
Golf Cart Rentals (9-hole)	7,623
Golf Cart Rentals (18-hole)	308
<u>Total Golf Cart Rental</u>	<u>7,931</u>

\*Total does not include rounds of golf played by members of the golf course.

The Golf Course employees did an outstanding job maintaining the course, as well as operating the clubhouse. In addition to the day-to-day maintenance, the Golf Course Superintendent, with assistance from his crew, performed significant upgrades to the irrigation system including the replacement of timers. The Superintendent also worked alongside Highway Division Employees to continue installation of subdrain in the area of the 2<sup>nd</sup> and 5<sup>th</sup> greens. This drainage should improve the conditions of the course in this area.

The DPW would like to thank the Pakachoag Golf Course Advisory Committee members for their time and dedication. The Advisory Committee members are David Roy, Chairman, Ronald Otterson, Vice-Chairman, and Peter Deary

The Pakachoag Golf Course staff consists of Ken Fairbanks, Golf Course Manager, Peter Corio, Golf Course Superintendent, Christopher Hanlan, Assistant Golf Course Superintendent, Kristen Pappas, Clubhouse Manager, and Katherine Hanson, Administration.

I would like to take this opportunity to thank all the employees of the Department of Public Works. Their hard work and dedication to our community is demonstrated every day with the continued improvements of our roadways, drainage and sewer infrastructure, excellent parks and ballfields, envied by many communities, in addition to an outstanding public golf course and cemetery, as well as the numerous recreational programs offered to the residents.

Respectfully submitted,

William A. Coyle, P.E.  
DPW Director/Town Engineer

## **Department of Development & Inspectional Services**

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The Department of Development & Inspectional Services (DDIS) is comprised of the following divisions: Board of Health, including Animal Control, Solid Waste & Recycling; Building & Code Enforcement including Gas/Plumbing, Wiring, and Weights & Measures; Zoning Enforcement; Planning; Business Development; and Conservation Commission. The role of DDIS is to provide direction to the public in an effort to guide development in a legal, safe and organized manner.

The department has an important connection with the public in the various ways information is shared through public notifications, scheduled meetings, permits and applications, plan reviews and much more. While our department is large in scope, each division works together to be able to share information with each other, and provide direction in a uniformed way to the public.

One of the most notable changes in the Department of Development & Inspectional Services in 2018 was our complete office renovation! The Department of Public Works, Facility Division literally transformed an underutilized hallway into a beautiful new reception area that is welcoming, and customer service orientated while being more efficient for our staff to operate. Additionally, DPW created professional new offices to accommodate the needs of the growing department and improved the layout of the existing office space. A fresh coat of paint did wonders, helping to bring new life to the entire workspace. I wish to thank the entire DPW for their hard work and extend a special thanks to Joanna Paquin, P. E. for preparing the project design plans, and to Jim Beauregard and his talented team, for their professionalism and attention to every detail with our entire DDIS renovation project!

Early in the year, we added the Economic Development division into DDIS. While the town has been actively working with the business community to promote growth, and attract development, we were able to get support to create this division, so that we can focus efforts to now improve our outreach to current businesses as well as promote new businesses within town. Our office warmly welcomed Shannon Reagan into her new role as the Economic Development Coordinator. Shannon brings a wealth of knowledge to this role, having worked closely with the business community during her tenure previously in the Town Manager's office. She has hit the ground running with her appointments to the Chamber of Commerce, the Business Roundtable, and Central Massachusetts Regional Planning Committee, as well as directing the Economic Development Committee and our Development Coordinating Group, and is a great asset to our team.

The department bid farewell to two employees this year. Rick Travers, the Local Inspector in the Building division left us in February for a new opportunity and Matthew Benoit, the Town Planner, left the department in October and moved on to focus his efforts into energy management. We wish to thank each of them for their service and important contributions that they made to the town during their time here, and wish them well in their new endeavors.

Our staff welcomed the following newcomers to DDIS in order to fill the vacant roles in Building and Planning: Gary Allard was hired as the Local Inspector in June, and has been busy since he started. The town has experienced a lot of commercial building activity this year and Gary has been able to use his years of building knowledge to jump right into the swing of this busy office. In his role, he works closely with residents and contractors to ensure that the construction requirements are met, and outreach is made.

Adam Menard stepped confidently into the role as Town Planner in October. He has used his experience from his previous role at Central Massachusetts Regional Planning Commission (CMRPC), to help direct the planning goals to meet the Town's needs. In the short time that he has been here, he has already established working relationships with the various committees and updated many of the Planning procedures and goals.

I am proud to say that our team has successfully implemented the online permitting system for the Building division in 2018. This major step forward for our department, took a lot of hard work and cross training of the staff. This online system allows the public to be able to apply for a building permit online, anytime, day or night. This helps both residents and building contractors to be able to save time and have easier access to information, track permits, and allows the ability to pay online without having to come into the office. Additionally, we have added a touchscreen computer to our customer service area and our staff assist the public with this efficient process of applying online.

DDIS staff members participated in the town's first Citizen's Leadership Academy, and the attendees warmly received us. Presentations from the individual divisions within the department allowed the staff to show their pride in what they do, and explain the job responsibilities and requirements to the public. While there is no typical day in the Department of Development and Inspectional Services, our staff would not have it any other way, and being a part of the Leadership Academy helped to show the importance of our roles in local government.

All of the team members in our department take a lot of pride in their job duties and work tirelessly to improve our role to serve the residents of this community. Although we are a large department with many divisions under DDIS, each interaction with the public is personal. Individually and collectively, we take the time to ensure that we address each matter with care and diligence. All of the employees are all available during normal office hours or by appointment. We know that requirements in our department can generate many questions, and we want to be able to assist the public in getting the information out, as you need it. If there is something that you would like to suggest, please do not hesitate to let us know.

Finally, I wish to thank all of the employees within the Department of Development and Inspectional Services for their hard work over the past year; your commitment to the job and to the public is commendable, and I am proud to work with all of you.

Respectfully submitted,  
Darlene M. Coyle, RS  
Director of the Department of Development & Inspectional Services

## Energy Manager

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In 2014, the Department of Energy Resources (DOER) awarded the Town of Auburn grant funding to support a part-time Energy Manager position. In the spring of 2015, the position of Energy Manager was established and continues to provide remarkable contributions to Auburn's facility improvements.

The Energy Manager is responsible for overseeing the administration of the Town's Green Communities Designation including quarterly & annual reporting and grant writing to DOER, providing staff support to the Auburn Energy Committee, leading the Net Metered Credit Agreement effort, and assisting with the Municipal Aggregation Program by acting as the point person for enrollment questions. The Energy Manager has been working with Department Heads to understand and reduce energy consumption at all town facilities and has coordinated facility walkthroughs with both electric and gas utilities to identify new measures for energy efficiency. The DOER Green Community Designation has put Auburn in the position to receive competitive grant funds for energy efficiency projects. In July, Auburn was awarded a grant in the amount of \$229,599 to fund an LED streetlight conversion project through May 2019. The Energy Manager is working with its consultant, the Metropolitan Area Planning Council, as well as its General Contractor, Real Term Energy, to complete the project by March 31, 2019.

In May 2018, Auburn received the 2017 Shining Community Award from National Grid for the Town's participation in the 2017 National Grid Community Incentive project, which promoted MassSave opportunities to Auburn residents throughout the year. The Town also received approximately \$20,000 to put towards future energy efficiency projects as part of the award.

On October 29, 2018, the position of Energy Manager was removed from the duties of the Town Planner and recreated into a part-time position within the Accounting Department. The annual salary is funded by the municipal aggregation program. The Energy Manager is now able to focus exclusively on energy efficiency projects moving forward. One such project is to monitor and calculate cost savings from Auburn's Net Metering Credit Agreement with a solar array in Rutland, MA, which, since its inception in December 2015, has yielded approximately \$496,240 in energy savings through December 2018.



***Auburn Energy Manager  
Matthew Benoit and National  
Grid Community rep Kevin  
Shaughnessy***

The Auburn Energy Committee did not hold any meetings in 2018 due to lack of quorum. The Committee continues to advertise its vacancies and has recently added two new members as of November 2018. The Energy Manager wishes to thank Jeff Mitchell for his volunteered contribution prior to his respective departure from the Committee in September 2018. The Committee continues to advertise its vacancies and encourages Auburn residents to consider volunteering to assist with the Committees continued work on town-wide energy efficiency projects.

The Energy Manager and the Energy Committee would like to recognize all of the efforts put forth from various individuals and Town Departments for supporting Auburn's green goals and initiatives. We acknowledge the hard work put forth by Julie Jacobson and Ed Kazanovicz, along with Brian Murphy and Mark Cappadonna of Colonial Power Group, to continue implementing Auburn's Municipal Aggregation Plan. The Committee expresses its gratitude towards Mr. Joseph Fahey, Director of Facilities and Maintenance for Auburn Public Schools, for his continued collaboration with Green Community initiatives. Finally, we thank each Department Head and its staff for their assistance in helping to develop a culture of energy efficiency here in the Town of Auburn.

Residents are encouraged to attend Energy Committee meetings, which are typically held on the fourth Monday of each month at 5:30 p.m. in the School Committee Conference Room in the Randall Building located at 5 West Street. Please feel free to call 508-832-7721 if you have questions about the Energy Committee, the Auburn Municipal Aggregation Plan, or are interested in becoming involved in related efforts with the Town. Additional information is also available on the Town's website, [www.auburnguide.com](http://www.auburnguide.com), under the Boards & Committees header—Energy Committee.

Respectfully submitted,  
Matthew C. Benoit, Energy Manager

### **Conservation Commission**

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During the twelve months of 2018, the Auburn Conservation Commission, consisting of Michael Garland ( chairman), Thomas Fallon (vice chairman), and commissioners Carolyn Corriveau, Michelle Culross and Allison Holmes, conducted a total of 22 meetings. After considering written submissions, holding public hearings and conducting site visits, the Commission issued fourteen (14) Negative Determinations of Applicability, eighteen (18) Orders of Condition for new projects, three (3) Amended Orders of Condition, thirteen (13) Certificates of Compliance for completed projects, two (2) Enforcement Orders, two (2) Emergency Certifications as requested by the Massachusetts Department of Environmental Protection, and two (2) Extensions for existing Orders of Condition. Members of the Commission also attended the annual conference of the Massachusetts Association of Conservation Commissioners held at the College of the Holy Cross in Worcester on March 3, 2018.

In 2019, the Commission anticipates adding two new commissioners, and will continue its mandate to evaluate residential and commercial projects while protecting the Town's valuable wetlands, streams, and ponds.

Respectfully submitted,  
*Michael W. Garland, Chairman*

## **Zoning Board of Appeals**

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The Zoning Board of Appeals (the Board) held 13 monthly meetings in 2018. The hearings were held on the third Thursday of each month in the Selectman's Room at the Town Hall. The hearings continue to be televised on the local access channel as well as uploaded to the town's YouTube channel. The Zoning Board approved 19 Special Permits, 3 Special Permits for accessory use apartments and denied a total of 1 Special Permit. The Board also approved 6 variances. The Board also welcomed a new Alternate Member, Mr. Peter Jones, bringing the Board to a full complement of members for the first time in many years.

In June, the Board unanimously voted to retain Robert Tatro as Chair and Michael Marin as Vice Chair. Members include Richard Kusy, J. Laurence Ciccolo, Meghan Roche and Karen Blais (alternate member). Mr. Tatro and Mr. Marin continue to serve on the Zoning Bylaw Review Committee, which was established by the Board of Selectmen in 2016. The Committee is engaged in a comprehensive review of the Zoning Bylaws with a special focus on Electric Vehicle Charging Stations and Cell Tower Amplifiers. In 2018 the Committee completed the work on the Zoning Bylaw that prohibited Recreational Marijuana in town, which was approved by the Board of Selectmen, Town Meeting and was submitted to Attorney General's office for review and approval. All of these topics have been challenging for the Zoning Board to address as they are new technologies or represent a change in public attitude.

The Board has continued to provide an open and respectful atmosphere for the applicants with an understanding that many of the residents represent themselves at the hearings and may not be completely familiar with the process. With a shift in approach, the Board has also enjoyed a renewed interest from the business community to invest in our thriving business districts. The Board has also worked diligently to maintain the protections afforded to our Aquifer Protection Zones with strict enforcement/interpretation of our bylaws governing our most vital natural resource.

The Board continues to be impressed with the staff of The Office of Development and Inspectional Services. The support and guidance from Department Head Darlene Coyle, Building Commissioner Caleb Moody, Land Use Clerk Sheila Conroy and Recording Secretary Dena Daoust has once again proven to be immeasurable. The Board would not be able to accomplish a fraction of what comes before it without their willingness to provide assistance at a moment's notice. The responsibility of decision writing shifted from The Chair to the DDIS staff, which has made the process more efficient and accurate for the applicants. As t

he Board looks forward to a busy 2019 we anticipate a continued growth in the Business Districts while maintaining the integrity of neighborhoods.

Respectfully Submitted,  
Robert J. Tatro,  
Chair, Zoning Board of Appeals

## **Auburn Planning Board**

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The Planning Board is responsible for review of applications under the Zoning Bylaws and Subdivision Regulations. This review includes site plan review and special permits for commercial development, subdivision applications and ANR (approval not required) plans. The board is comprised of five appointed members and an appointed associate member. Ronald Brooks served as chair and Wendy Steinhilber served as vice-chair. John Regan and Scott Wrenn served as regular members. Nicholas Lynch began serving as a board member in July filling the seat of Jason Farber whose term expired in June. Steven Chambers began serving as associate member in November. The Planning Board thanks Mr. Farber for his service on the board.

The Auburn Planning Board, in 2018, held 24 public meetings during which there were 15 public hearings. At these public meetings the Planning Board granted approvals for 12 Site Plan Approvals, 3 Special Permits, 3 Site Plan Approval Modifications, 1 Definitive Subdivision, and endorsed 12 ANR Plans. Town Meeting approved zoning bylaw amendments in May and at the October Special Town Meeting. The Annual Town Meeting approved Section 3.7 of the zoning bylaws adding recreational marijuana as a prohibited use. At the Special Town Meeting in October meeting members approved a solar bylaw, sections 3.2.1.7 and 3.2.1.8 and 3.10 to the zoning bylaws.

The projects approved in 2018 include a variety of new development and redevelopment both commercial and residential construction. The Planning Board reviewed and approved a proposal for Impact Fitness to redevelop a vacant property on Washington Street/US-20. The Board also approved a subdivision known as Pakachoag Farms of 6 lots on Curtis Street. A site plan for a 5 megawatt solar array was approved on Leicester Street and a 5 megawatt solar array on Rochdale Street. Electric charging stations to be located at the Auburn Mall received a special permit. Central One Federal Credit Union received site plan approval for construction of a new building. The town has experienced development throughout 2018, a continuation of recent year's economic growth.

Matthew C. Benoit, Town Planner, provided service to the Planning Board, as well as the Economic Development Committee, Open Space Committee, Development Coordinating Group (DCG), Master Plan Committee, Zoning Bylaw Review Committee and the Energy Committee for much of 2018. The Board wishes to thank Mr. Benoit for his service to the Planning Division as he moves onto energy management initiatives.

Adam Menard, hired in October 2018, as the Town Planner provides support to the Planning Board, Master Plan Committee, Zoning Bylaw Review Committee and Open Space Committee. Mr. Menard previously worked at the Central Mass. Regional Planning Commission (CMRPC), his focus at CMRPC was disaster preparedness. Adam is a recent graduate of Clark University earning a master's degree in public administration.



The Town Planner pursues grant opportunities as they become available. Auburn was awarded a grant from the Executive Office of Energy and Environmental Affairs (EOEEA) in an amount of \$18,000 for the Municipal Vulnerability Preparedness planning grant to conduct a workshop to plan for and develop priorities to address the impacts of climate change. The town also received a grant of \$8,000 for district local technical assistance (DLTA) to fund the implementation of a Village Center Bylaw for Drury Square. The town also received grant funding from EOEEA to work with CMRPC to develop design guidelines for Drury Square in an amount of \$17, 7220.

The Planning Board would like to express its gratitude to Sheila Conroy, Land Use Clerk, for her assistance in handling the administrative responsibilities of the Planning Department. Also, to Julie Jacobson, Town Manager, & Edward Kazanovicz, Town Accountant/Asst. Town Manager, for their continued support and guidance. To William Coyle, DPW Director/Town Engineer, and Joanna Paquin, Assistant Town Engineer for providing technical assistance in the review of applications. To Deb Gremo, Town Clerk, and her staff; to Darlene Coyle, Director of Public Health and the Department of Development and Inspectional Services, and her staff; and to Cindy Cosgrove, Assessor, and the staff of the Assessor's Office.

The Board would like to recognize all of the efforts put forth from various individuals and Town Departments to guide and enforce development activities as plans move beyond the realm of the Planning Board toward construction and implementation. We acknowledge that Planning does not happen in a vacuum and we are grateful for all of the care and hard work given by the Department of Development and Inspectional Services, Department of Public Works, the Conservation Commission, and the Auburn Police and Fire Departments, and Auburn and Elm Hill Water Districts. Each group provides valuable assistance in reviewing plans, making recommendations and enforcing conditions of approval during construction and ongoing operations.

Residents are always welcome at Planning Board meetings, which are typically held at 7:00 PM on the second and fourth Tuesday of each month in the Planning Board Conference Room on the second floor of Town Hall, located at 104 Central Street. Please feel free to call Adam Menard, Town Planner, or Sheila Conroy, Land Use Clerk, at 508-832-7704 if you have questions about the Auburn Master Plan, filing applications with the Planning Board, its agendas for upcoming meetings, or how you may provide comments to the Board about a particular petition. Additional information is also available on the Town's website, [www.auburnguide.com](http://www.auburnguide.com), under Department Header—Development & Inspectional Services – Planning Division.

Respectfully submitted,

Adam J. Menard, Town Planner

Wendy Steinhilber

Ronald Brooks

John Regan

Nicholas Lynch

Scott Wrenn

Steven Chambers

## Economic Development

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In 2018 the Town hired a full time Economic Development Coordinator dedicated to implementing economic development initiatives and strategies identified in the Economic Development Plan and Housing Plan. This position was a result of a recommendation from the comprehensive Economic Development Plan. Shannon Regan, the previous Staff Assistant from the Town Manger's Office, transitioned to her new role as Economic Development Coordinator in February of 2018. To start off the year the Economic Development Committee and Economic Development Coordinator completed a promotional video for prospective and current businesses. This promotional video resulted from years of efforts from the Economic Development Committee, Economic Development Coordinator and the previous Town Planner, Matthew Benoit. We were fortunate to have a number of businesses participate in the promotional video as well. Additionally, a set of economic development materials were designed and printed to pair with the promotional video. Completed economic development folders were distributed to local and regional brokers, real-estate agents and developers. These materials were also digitally posted on the local and regional Chamber of Commerce pages.

The Economic Development Coordinator (EDC) facilitates the Economic Development Committee, the Development Coordinating Group (DCG) and Business Roundtable. The Economic Development Committee meets monthly, the DCG meets twice a month on Wednesdays to review proposed developments and license applications, and the Business Roundtable meets four times a year with local business owners and representatives. Additionally, the EDC is a Board of Director member of the Auburn Chamber of Commerce and an appointed delegate for the Central Massachusetts Regional Planning Commission.



A primary focus of the year was developing and expanding on a number of planning initiatives in the Drury Square area of Town. Town Administration has been working diligently to make Drury Square a vibrant and identifiable Town Center. These economic and planning initiatives for Drury

Square are based off of recommendations outlined in the Drury Square Vision Plan that was completed by Harriman Consultants and the Economic Development Strategic Plan composed by Hodge Consulting and BSC Group in 2017.

Town Administration drafted a Village Center District Zoning Bylaw that was created by the Zoning Bylaw Review Committee, Town Administration and the Central Massachusetts Regional Planning Commission (CMRPC). This bylaw is a part of a long range planning effort to create a more walkable district with mixed use development including retail, office, service and residential use. This Bylaw is set to go in front of Town Meeting in May 2019. To complement the zoning bylaw and Drury Square Vision Plan, Town Administration drafted a Façade Improvement Program. Town Administration worked with Central One Federal Credit Union to create incentives for business owners in Drury Square who make approved façade improvements to their storefronts. Surveys were sent out to all tenants and building owners in Drury Square to gain feedback and suggestions regarding their interest in a façade improvement program. A preliminary informational session was held in June 2018 with Central One Federal Credit Union and Town Administration for all Drury Square business owners to give them a chance to ask questions and learn more about this potential program. To strengthen the program, the town applied to the office of Energy and Environmental Affairs for a Planning Assistance grant to help establish clear design guidelines for Drury Square with a design selection survey and architectural renderings. The award was granted in full by the EEA and the required match was awarded to the town in the form of District Local Technical Assistance Funding from CMRPC. This grant project is set to begin in February 2019 with assistance from CMRPC. We are extremely fortunate to receive these grant funds and dedicated CMRPC staff to assist us with this exciting project. This project will result in a comprehensive guide of design suggestions for Drury Square businesses that can be utilized by developers or business owners that will be incorporated in the Façade Improvement Program.

Town Administration also applied to the Massachusetts Department of Housing and Community Development for Technical Assistance through their Massachusetts Downtown Initiative program for the development of a Wayfinding and Branding Project for Drury Square. If awarded the town will have the opportunity to work with professional consultants who will help the town establish realistic cost estimates for signage, identify best practices and create a strategic plan for the locations of wayfinding signage and allow for the development of professionally designed branding resources for Drury Square. The development of cohesive signage will help create an identity for the downtown area and highlight the open space, commercial and recreational opportunities in Drury Square.

The two school redevelopment projects made progress in 2018 and the developer, Pennrose Properties were invited to submit a Low Income Tax Credit application for Mary D. Stone and applications for Historical Tax Credits for both Mary D. Stone and Julia Bancroft. Pennrose Properties received letters of support for both applications from local and state legislators, local boards and committees and town officials. Extensive public input, time, and energy have been invested into the redevelopment of Mary D. Stone by Town Administration, our community members, and by Pennrose. We are pleased to partner with Pennrose to bring much needed affordable housing to our community. Affordable, accessible and diverse housing options are a priority for this Town and for the Commonwealth. The redevelopment of Mary D. Stone and Julia

Bancroft presents the perfect opportunity to add more high quality and affordable housing units to the region. Pennrose Properties should receive news regarding both of their applications for Mary D. Stone in the spring of 2019.

The Town welcomed a number of new businesses to Auburn and there were a number of expansions of existing businesses. A notable business development is the new Reliant Medical at the previous Macy's Home Store in the Auburn Mall. The Reliant facilities that are closing and moving to this new location are Millbury, Webster, Worcester and the current Auburn location on Millbury Street. This location will have an outpatient gastroenterology and endoscopy center as well. Approximately 300 employees will be on site daily. They are expected to open in February 2019.

Town Administration was pleased to welcome all the new businesses that moved their operations to Auburn and opened in 2018. Below is a list of developments that were completed in 2018:

- Auburn Dialysis Center, 783 Southbridge Street, moved into the previously vacant Outback Steakhouse location and held a grand opening in the summer of 2018.
- O'Reilly's Auto Parts, 700 Southbridge Street, moved into a vacant property that was formerly a dry cleaners and constructed a 7,228 sf state of the art auto supply facility. This new business created 16 full and part time jobs to Auburn and opened in the summer of 2018.
- Impact Fitness, 314 Washington Street, rehabilitated an existing 18,754 sf vacant industrial building that was formerly MassWeb Printing Company. This new business created approximately 30-40 full and part time jobs to the Auburn workforce.
- Pridez LLC, 4 Appleton Road, renovated an existing vacant building and added an expanded parking area. This beauty shop and salon relocated from their previous location in Drury Square to Appleton Road to pursue an ownership opportunity.
- Auburn Pharmacy and Home Health Care, 689 Southbridge Street, is a new business that moved into a vacant 3,986 sf space along a busy highway corridor. This full service pharmacy provides area consumers with an independently owned option to purchase their medications and health products.



- Detox Shop and Spa, 319A Southbridge Street, is an innovative health spa that began taking clients in the summer of 2018.
- Steadfast Family Dental, 824 Southbridge Street, is a full service, brand new facility that opened in 2018 located on the second floor of Auburn's Galaxy Pass building.
- Roche & Wrenn, P.C., 426 Pakachoag Street, relocated from their rental office in Town to an ownership opportunity at a vacant building that was previously a Century 21 Real Estate office. These two Auburn based Attorneys worked diligently to landscape and renovate their new office and opened in the spring of 2018.
- Biscotto Café, 744B Southbridge Street, is a small coffee shop and artisan bakery that focuses on quality ingredients. This independently owned café is a wonderful addition to town.
- Big Lots, 416 Southbridge Street, moved into the previous 44,000 sf Toys R Us building and held a ribbon cutting in December of 2018.
- Saint Vincent Medical Group, 813 Southbridge Street, moved into the previous McDonalds's restaurant on Route 12/20. Extensive interior renovations were completed by Charcharone Properties. This new medical practice opened their new facility in the summer of 2018.



The Economic Development Committee and Economic Development Coordinator would like to recognize all of the efforts put forth from various individuals and Town Departments that assist with moving commercial development and economic initiatives forward. Sustainable and progressive growth in town requires a lot of collaboration and support and we are grateful for all the assistance department and division heads, volunteers, residents and business owners provide to the Town. We look forward to continuing to grow as a community and expand our strong economic presence in the Worcester region.

Respectfully Submitted,

Shannon Regan, Economic Development Coordinator

Economic Development Committee  
 Michael A. Carnevale, Chair  
 Jonathan A. Sparling, Vice-Chair  
 Mary K. Joyal  
 Christopher McCoy  
 Andrew Coles

## Building and Code Enforcement

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The Department of Development and Inspectional Services, Office of Building Division, respectfully submits the following Annual Report for January 1, 2018 – December 31, 2018.

The following is a breakdown of all permit applications and revenues generated.

<i><b>Application Type</b></i>		<i><b>Totals</b></i>
Single Family Dwelling Units		15
Two Family Dwelling Units		02
Residential Accessory Structures (garages, sheds, Barns)		05
Residential Additions and Interior Renovations		137
Siding (Residential)		
Windows, Doors (Residential)		82
Roofing (Residential)		91
Residential Solar		70
Residential Decks/Porches		22
In-ground & Above-ground Pools (Residential)		16
Residential Weatherization's/Air Sealing		38
Wood, Coal & Pellet Stoves & Chimneys		28
Residential Demolitions		13
Residential Sheet Metal/Mechanical		24
Commercial Buildings		02
Commercial Additions & Interior Renovations		51
Siding (Commercial)		
Windows, Doors (Commercial)		03
Roofing (Commercial)		13
Commercial Solar		04
Commercial Demolitions		02
Commercial Sheet Metal/ Mechanical		12
Fire Sprinkler/ Fire Alarm		08
Signs		35
Temporary Structures		15
Zoning Interpretation Request		58
<b>Totals</b>		<b>746</b>
Total Building Permit Fees	\$ 334,164.01	746
Total Certificate of Inspection Fees	\$ 8,256.00	64
Gas & Plumbing Revenue	\$ 50,028.00	511
Wiring Revenue	\$ 137,786.58	478
Weights & Measures Revenue	\$ 23,726.00	87
<b>COMBINED TOTAL REVENUES</b>	<b>\$ 553,354.19</b>	<b>1886</b>



The Building Division has seen another robust year of permit applications for both residential and commercial construction in 2018. Along with the many residential projects, there have been many large commercial redevelopment projects completed in 2018 with others slated for completion in the early part of 2019. The applications received late in 2018 and early 2019 indicate that this trend will most likely continue throughout 2019. With the full implementation of online permitting, the Building Division has simplified the application process and continues to make strides at reducing the permitting lead-time for residence, business owners and contractors alike.

Plumbing and Wiring revenues have increased over the previous year's figures due to the large number of commercial projects in 2018. Kevin Ouellette, Plumbing & Gas Inspector and Thomas Keller, Wiring Inspector have both embraced the online system and have seamlessly transitioned to the new system. Weights & Measures revenues have also seen a slight increase from last year's figures. I wish to extend my thanks to Kevin Ouellette, Plumbing & Gas Inspector, John Dolen, Assistant Plumbing Inspector, Thomas Keller, Wiring Inspector, David DelaGorgendiere, Assistant Wiring Inspector and Ronald Valinski, Weights & Measures Inspector. You have all done a wonderful job fulfilling the inspectional requirements and dealing with the challenges associated with your positions.

In 2018, The Building Division welcomed Local Inspector, Gary Allard to DDIS, Gary Joined the team in late June and hit the ground running, managing a full schedule of construction inspections as well as periodic life safety inspections, required by the Commonwealth of Massachusetts. Gary has done a great job juggling a very hectic schedule, and continues to be a positive asset to the Division.

I would like to thank Dena Daoust, who in addition to managing all aspects of the Building Division, Dena was instrumental in seamlessly bringing online permitting to the residents, business owners and contractors doing business in Auburn. Dena has proven to be a valuable asset to Department of Development and Inspectional Services, ensuring applications and permits are processed in a correct and timely manner while also helping with any other department needs that may arise Thank you again for all your help and hard work this year.

Eileen Dyson-Alexander has played an integral role in assisting with the implementation of the new online permitting system. Due to all Eileen's behind the scenes work, unveiling the system to the public went off without a hitch in 2018. I cannot thank her enough for all of her hard work.

I would also like to thank Paula Conway (BOH) and Sheila Conroy (ZBA/Conservation) Both of whom learned and seamlessly transitioned into the new online system all while maintaining their regular work load. I cannot thank them enough for all their hard work throughout the year.

Thank you to Auburn Fire Rescue Department, Division of Fire Prevention, for the always-collaborative effort of plan review, life safety inspections and code compliance in what can sometimes be very sensitive situations.

Thank you to Julie Jacobson, Edward Kazanovicz and Darlene Coyle, for ensuring that myself and the entire DDIS team always have the resources necessary to do our job to the best of our abilities.

The upcoming year will be an exciting time for construction in the Town of Auburn with several large commercial projects either underway or starting within the beginning months of 2019. DDIS staff will continue to work to improve the difficult task of ensuring public safety in the buildings of Auburn. We look forward to continuing to work with the residents, business owners and contractors living and working in the Town of Auburn all while maintaining a safe and code compliant Town of Auburn.

Respectfully Submitted,  
Caleb Moody  
Building Commissioner, Zoning Enforcement Officer &  
Assistant Director of Department of Development & Inspectional Services

## **Board of Health**

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### **Mission Statement**

The Auburn Board of Health works to improve the health & wellness of the individuals in the Town through education, health surveillance, maintenance inspections, response investigations, and implementation of preventative health and environmental programs. We strive to establish, maintain, promote and improve a safer and healthier quality of life to those who live and work within our community.

Here below, are some of the highlights and accomplishments of the department in 2018:

### **Citizens Leadership Academy**

In the early spring, the Department of Development and Inspectional Services staff presented an overview of each of the divisions numerous responsibilities and regulatory functions to a resident group at the first annual Citizens Leadership Academy.

The Board of Health explained the town's responsibilities to protect of the public's health as well as the environment, prevent disease, and promote health awareness and education. In order to uphold these duties, Massachusetts General Laws and Codes of Massachusetts Regulations as well as local laws and regulations are strictly studied, followed and enforced. Among some of the areas that the Health division is responsible for are food protection, housing, lead poisoning, septic and





DDIS Staff Members, Jordan Brusco and Erica Lucier pictured at the Mother Earth Day Festival.

wells, recreational camps, family type campgrounds, swimming pools, recreational beaches, hazardous waste, communicable diseases, trailer parks and motels, medical or biological waste, tobacco, solid waste and recycling, including haulers of septage and garbage. These areas of jurisdiction are handled through permitting and licensure, inspections, mediation, education and outreach to both businesses and residents in the community.

Highlights of the Solid Waste & Recycling presentation included town staff being able to educate residents on the municipal solid waste program, about the importance of proper separation of trash and recycling items into the

toters provided by the town. The town has begun addressing some of the most common violations identified at curbside toters as overflowing trash and banned items being placed into recycling, such as plastic bags, styrofoam, and bagging recycling materials. There was also information available to residents on composting food waste, safe medication and sharps disposal, and proper ways to recycle items that contain mercury such as compact fluorescent light bulbs and button cell batteries.

### **Board of Health Educates Our Young Recyclers**

On Saturday May 19, 2018, Swanson Road Intermediate School hosted a Mother Earth Day Festival for its students and their families. This event had many activities from face painting, maple syrup tasting, a lively lion dance and mural reveal, and there were various ways for students to get involved and learn more about their community and what they can do to preserve it.

The Board of Health's Solid Waste staff attended this event to help raise awareness on recycling to our youngest recyclers, the schoolchildren. Amy Sullivan, Recycling Coordinator and Erica Lucier, Solid Waste Reduction Enforcement Coordinator provided visual examples of items that can be recycled at home and others that have specific outlets to be recycled. A large focus was on plastic bags and plastic film wrap used in packaging such as cases of water, paper towels, toilet paper, and the like. Many stores now have designated recycle bins easily accessible for their shoppers to recycle plastic bags and plastic film. A sample of composite decking was used to show the students how properly recycled plastic bags could be made into a durable and sustainable deck. Another major focus was on mercury items and explaining how compact fluorescent light bulbs, mercury thermometers and batteries that are found in the home, and contain mercury should be brought to the Board of Health for proper disposal. The students of Swanson Road Intermediate School were very interested and excited about recycling. The Board of Health's Assistant Director, Eileen Alexander and Health Inspector, Jordan Brusco were also present for this event to lend a helping hand and inspection of a food truck operation for the attendees. The event was a great hit and a chance to teach our kids the importance of recycling properly.

## **Lifesong Church Community Cleanup Day**

On a warm summer day in June, the Town was fortunate to have Pastor Matt Zimmerman and the Lifesong Church community to help spruce up our Veterans' Parks in Auburn. The weather was beautiful and there were volunteers of all ages that came and worked tirelessly all day to help make a difference in their community through service of their time. They weeded, and mulched the flowerbeds working alongside our DPW staff to help make our beautiful parks shine a little brighter. We are grateful that they chose their Serve Day here in Auburn and we thank them for their service and unending smiles.



**A young volunteer making a difference in our community.**



**Steve Nozzolillo, DPW worker, working alongside Lifesong volunteers.**



**Lifesong volunteers hard at work at the Veterans' Memorial Prospect Street park**

## **Household Hazardous Waste Day**

On July 28, 2018, the Auburn Board of Health offered a Household Hazardous Waste Day (HHWD) at the Horgan Ice Arena, at 403 Oxford Street in Auburn. It was a beautiful, hot summer day and a great turnout of residents to the event. The Auburn Community Emergency Response Team (CERT) members were instrumental in the operation of the event, assisting with traffic flow to collection areas for hazardous waste, electronics and clothing throughout the site. These volunteers along with the Auburn Police Department maintained order and safety for hundreds of vehicles moving through the waste drop off site. Under the direction of Dr. Tony Pellegrino, this civic group has provided assistance at all of the Town's HHWD and emergency drill events, year after year, for which we are so grateful!

The Auburn Masons collected electronics and appliances for a small fee to raise money for their charity, and once again took in scores of electronics, appliances and even some bicycles.



**Community Emergency Response Team  
Volunteers at HHWD.**

The day had several sponsorships that offered service to the Auburn residents at no cost to the Town:

Republic Services provided a roll-off container for solid waste and donated their services to dispose of the contents.

Osterman Gas collected all propane gas tanks and cylinders in various shapes and sizes, and removed a truck full of tanks at no cost to the community. We wish to thank resident, Ron Stake for the countless hours of his community service by helping us to recycle propane gas tanks properly. Mr. Stake and Osterman Gas

have been a wonderful addition to our hazardous waste days for many years.

Central Mass Mosquito Control Project had many volunteers rolling old, used tires into their trucks, and collected a total of 125 tires from the event. CMMCP always has a large staff of volunteers to help with getting these tires out of town and recycled properly.

Interstate All Battery Center collected all types of batteries, including regular, rechargeable, cell phone and car batteries. The estimated weight of batteries collected was 2450 lbs.; approximately 2100 lbs. of auto, 60 lbs. of NiCad, 50 lbs. of NiMh, and 40 lbs. of Lithium-ion, 200 lbs. of alkaline. Interstate has been a great community partner assisting with all of our battery recycling needs.



Wheelabrator Technologies Inc. accepted all of the mercury containing items, which included fluorescent bulbs, button cell batteries, thermometers, and thermostats. The Board of Health accepts mercury containing items year round at the Town Hall for residents.

This was the first year that the Health division had a textile collection station. Local Cub Scout Pack 53, of the Faith Baptist Church, collected bagged textiles such as clothing, shoes, accessories, bedding, curtains, and towels. Pack 53 collected a total weight of 1,713 pounds!

The Town received a most generous donation of \$5,000 from the Auburn Water District, which was such a big help in funding this event! The hazards that were collected were disposed of in a responsible, safe and legal manner thus preventing contamination to the groundwater and aquifers that supply us with drinking water.



The Auburn Board of Health contracted Stericycle as the household hazardous waste hauler for this event. In total, the amount of hazardous waste that was removed from the town was a total of 10,728 lbs. of waste, including paints, solvents, aerosols, motor oils, cleaning agents and pesticides. Keeping these environmental contaminants out of the waste stream promotes good environmental health. We want to thank every volunteer for their time and effort as well as every company who made a difference by offering their services to our community at no cost. The day was a huge success because of this collective effort.



**DPW and Board of Health staff members at this year's HHWD event held in July.**

### **Central Mass Mosquito Control Project**

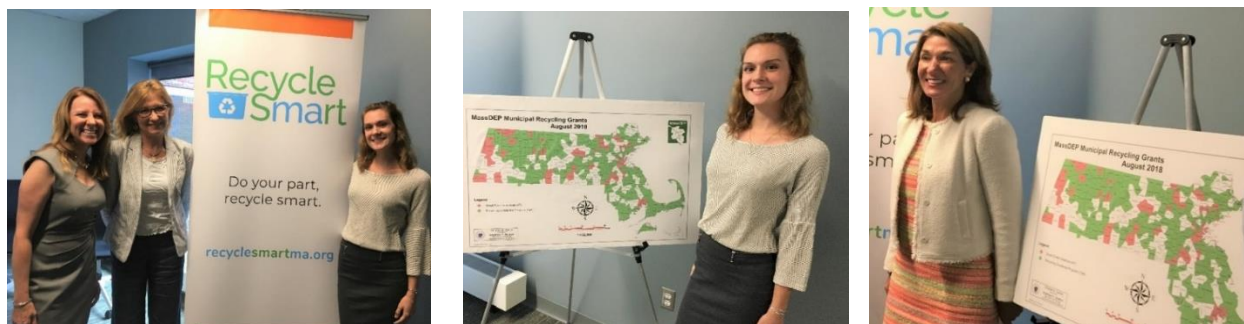
The Town is a proud member of the Central Mass Mosquito Control Project, which provides surveillance on mosquito populations that may cause disease, and takes appropriate action in order to reduce that risk. This year was a busy one for our town with seven spray events. Additionally the CMMCP staff removed and properly disposed of a total of 241 tires, which are a breeding ground for mosquitos. The Board of Health is grateful to have the assistance from CMMCP, in fighting the threat of mosquito borne diseases here in Auburn.

### **Recycle Smart MA**

On August 20, 2018, Massachusetts Department of Environmental Protection (DEP) held a press event in Salem, MA to introduce a brand new initiative called Recycle Smart MA, and where the announced awards of more than \$2.6 million in recycling grants to Massachusetts municipalities. Director of Public Health, Darlene Coyle and Waste Reduction Enforcement Coordinator, Erica Lucier attended this event that featured Lieutenant Governor, Karyn Polito, DEP Commissioner Martin Suuburg, among many other dignitaries.

We are proud to report that the Town of Auburn was the recipient of one of the DEP grants, through the Recycling Dividends Program, for \$11,000! The funds we receive will be used to further expand recycling and waste reduction efforts in our community. The creation of this new initiative stemmed from statewide efforts to reduce contamination in recycling with the tag line "Do your

part, Recycle Smart.” The initiative focuses efforts on putting the right materials into recycling bins, and avoiding food contamination or restricted materials in the bin, which can cause significant and costly issues at processing facilities such as machine shutdown, worker injury and rendering recycling materials as trash. The Board of Health will continue to educate our residents on proper recycling in order to maintain compliance with state and local laws.



**Photos: Left- Brooke Nash, Branch Chief, DEP’s Municipal Waste Reduction Program, Darlene Coyle and Erica Lucier. Center- Erica Lucier next to the 2018 map of MassDEP Municipal Recycling Grant Right- Lieutenant Governor Karyn Polito..**

## Senior Resource Fair

On October 12, 2018, the Town of Auburn’s Senior Center hosted a Senior Resource Fair. Various town departments and local businesses gathered to provide information and assistance and free giveaways for our senior population. The Board of Health provided our seniors with information on emergency preparedness efforts, and promoted the state campaign called “Know, Plan, and Prepare”. Reusable bags with lists of the items needed in the event of any all hazard emergencies, were distributed to senior residents at the fair. Health staff explained the need to be ready for



**Board of Health Staff: Jordan Bruso, Eileen Dyson-Alexander & Aimee Contois**

emergency events by preparing with some items to have at home, such as bottled water (1 gallon per person/per day for 3 days), flashlights, a first aid kit, shelf stable food, matches, extra clothes and personal hygiene items. There was also an emphasis on the importance of having a written list of emergency contacts along with copies of important documents and a list of prescription medications, and if possible, extra medications.

Animal Control Officer, Aimee Contois, was present for this event reminding our seniors to prepare for pets in case of an emergency, as well. The Board wishes to thank the Senior Center and all senior attendees for helping us shine some light on the importance of emergency preparedness and planning.

## Flu Clinics & Emergency Preparedness Drill

The Board of Health provided three, well attended flu clinics in the Town of Auburn to promote good community health. We started our flu season with an employee flu clinic so that we could proactively keep our staff protected from the circulating viruses and assist in keeping a strong workforce in our town departments. We are pleased that the senior flu clinic was a great success at the Senior Center. This clinic also served as a routine Emergency Dispensing Site (EDS) drill. The drill was conducted to test our ability and level of preparedness, in the event of a town widespread emergency where the entire population would need to receive some form of medication/immunization in order to protect public health. Additionally, we offered a flu clinic on Election Day in November. The Vote & Vax clinic was once again, held at the Auburn High School, as we have done in years past. This event was well attended and many commented on how convenient it was to get a flu vaccine. We exhausted all of our vaccine supply and in total, our public health nursing staff administered 195 vaccines for the entire season. The Board wishes to express their gratitude to the Senior Center, School Department, our own Public Health Nurse and resident nurses, as well as all volunteers for their cooperation in helping us offer and operate the flu clinics with great exposure, and with such efficiency.



**The Board of Health team represented at this year's Senior Flu Clinic**

## Fluoride Program Mini-Grant



**Harvard Pilgrim representatives, Mark Nicholson and Gregory Byrne with Town of Auburn staff members**

The Board of Health has worked collaboratively with the Town's school nursing staff on a state funded fluoride mouth rinse program since 2001. The program focuses on children in grades first through sixth, and it serves as a preventative health intervention in order to decrease the rate of tooth decay and promote children's good oral health. We aim to prevent and control dental disease as well as improve oral health, particularly in school-aged children that may not have access to routine dental care.

Upon losing program funding from the state, the Board of Health was able to apply for a mini-grant through our local health care provider, Harvard Pilgrim. In the previous year, there were approximately 640 students that participated in the fluoride rinse program in the schools. This year we were able to continue our fluoride program with our young school aged children in Auburn because we received a grant from the Harvard Pilgrim health care providers, which covered the entire cost of the program! The



Board of Health extends their unending gratitude to Harvard Pilgrim for their generosity and commitment to preserve our children's oral health; this has truly made a difference in our community!

### **New Auburn Public Donation Collection Bin Regulations**

The Board of Health approved a Public Donation Collection Bin Regulation on October 25, 2018. The purpose of this regulation is to protect the public health of the community by addressing proliferation of Donation Collection Bins within the Town of Auburn, and provide guidance to ensure that bins are located and maintained in a clean and safe condition. This regulation will go into effect in early 2019, and requires all Donation Collection Bin operators to obtain a permit for all bins located within the Town and to meet specific rules as identified in the regulation. The Board of Health continually strives to raise awareness on the positive effects of donation of textiles by diverting these items from the solid waste stream. We are committed to educating the community on how to recycle or donate their unwanted but reusable items such as clothes, shoes, and books, while ensuring that the donation bins are clean, emptied regularly and maintained.



**Health Inspector, Jordan Bruso at a donation box in town.**

### **Update of the Food Code**

Later in the year, the State of Massachusetts adopted the 2013 Federal Food Code and updated the Massachusetts amendments, 105 CMR 590.000 accordingly. This update went into effect on October 5, 2018. The last update on the food code by the State was January 26, 2007 and reflected the 1999 Federal Food Code. Periodically, it is necessary to assess and update federal, state and local regulations to ensure all requirements are applicable with current research and scientific findings on food safety and sanitation. The Board of Health has been working to educate our licensed food establishments on these updates and will continue to implement any safety measures required under the applicable codes.

### **Abandoned Housing Initiative**



The Board of Health has joined forces with the Attorney General's Abandoned Housing Initiative in an effort to address blighted and abandoned properties in town. This initiative uses the enforcement authority of the State Sanitary Code to bring vacant, abandoned houses back into compliance, sometimes after years of neglect. The Board of Health works closely with the Attorney General's Office to identify and contact delinquent property owners or any party with a legal interest, in an attempt to reach an agreement under which the owner will complete necessary repairs to the property. The effort to uphold property values and ensure a safe and secure environment for all residential areas is an important part of the program. On behalf of the Board of Health, we would like to thank the Attorney General's Office for

their collaboration with the abandoned properties eligible for the program. We take pride in our town and aim to ensure that all residents have an environment where they can feel safe, secure and have the opportunity to enjoy their neighborhoods, and this initiative helps achieve that goal.

### **Med Return Take Back Program**

Med Return Take Back is a health program that allows residents a free, convenient, safe, and legal way to dispose of unused or expired prescription drugs. There is a drop box unit that is located at the Auburn Police Department that offers a secure and publicly accessible location to be able to dispose of prescription medications. The Board of Health routinely empties the contents with the Auburn Police and properly disposes the contents at Wheelabrator Millbury Inc. This past year, we removed over 600 quarts of prescription medications from the unit! This means that these drugs were removed from the solid waste stream, protecting our groundwater supplies and keeping potentially harmful addictive drugs out of the reach of youths and at-risk individuals. Thank you to our partners for this very successful community health program, and special thanks to the Auburn Police Department & the folks at Wheelabrator for your ongoing collaboration with each disposal made with the Board of Health staff.



### **Mercury Program**



The Board of Health promotes a mercury recycling & universal waste program year round as a free community service to residents. Items containing mercury, such as compact fluorescent bulbs, mercury thermometers, button cell & lithium batteries, and other related mercury containing products are accepted for collection at the Board of Health office during normal business hours. In 2018, the Board of Health safely disposed of 3778 mercury bulbs and 561 pounds of mercury containing items! We strongly encourage residents to utilize this town program in order to protect our environment and keep our groundwater safe from mercury contamination.



## Animal Control

Animal Control activities and responsibilities fall under the Board of Health. Aimee Contois serves as the Animal Control Officer and Animal Inspector for the Town. A separate annual report has been completed within this publication, to highlight this year's activities in Animal Control.

## Staffing

Darlene M. Coyle serves as the Director of Public Health as well as the Director of Development & Inspectional Services. She is a Registered Sanitarian with the Commonwealth of Massachusetts and has been employed with the Town since 2012. She is committed to improve the health of the community and enhancing the department operations for public health.



Town Staff at Health & Business Expo

Eileen Alexander is the Assistant Health Director and has been busy for the past year in a leadership role for important health education and initiatives. She is a great asset in all areas of the department, including helping applicants understand the municipal permitting process. Additionally Eileen continues to work with community partners to help bring health awareness and resources to those individuals in need.

Jordan Brusco has made significant progress in the past year strengthening the relationships with our business and food establishments. She took on a more independent role in the health department, which has helped with the operational needs, and expanded her overall experience. She remains committed to keeping our permitted establishments up to date on the requirements of the codes.

Aimee Contois serves as a certified Animal Control Officer and Animal Inspector for the Town. She continues to expand her knowledge and experience through the animal trainings offered around the State. She is committed to providing outreach to the public through social media and creative ways, in order to protect and promote animal health.

Cheryl Rawinski, RN, serves as the Public Health Nurse for the Town. She is a Massachusetts Registered Nurse and is responsible for investigating all communicable disease within the Town. She handles the job with compassion and skill, both of which come from being a nurse for over thirty years. Cheryl has served the Town since 2008.

Paula Conway, serves as our Administrative Assistant, and handles the public with her many years of customer service skills, put into practice in this very busy department. She has become adept at handling the permit submittals and processing applications expeditiously. We are pleased to have her greet the public and assist in all of our administrative needs in the Health department and beyond.

## Board Members

We were fortunate to have continued support from our Board members, as of July 1, 2018 the board members included, Eric Otterson, PA-C, as Chairman; Carolyn Griffin, R.N. as Vice Chairman; and Steven R. Nordborg, R.N as Board Member.

Eric Otterson, Paramedic, PA-C, took on the role of Chairman in July. He has provided guidance to the Board with his leadership role while maintaining health awareness to the residents we serve. Eric has a wealth of knowledge about the town having previously worked for the Fire Department for many years. Eric supported the health department long before actually becoming a member by assisting with flu clinics and community outreach.



**Left to right: Board of Health Members,  
Eric Otterson, Carolyn Griffin and Steven  
Nordborg.**

Carolyn Griffin, RN, serves as our Vice-Chairman and has been a Board member since 2016. Carolyn was instrumental in promoting a head injury prevention program in recent years with our school nurse team. She has been instrumental with her knowledge about health concerns in town and helping to define solutions. She is always willing to lend a hand to assist in community health education, which is a great asset to our staff.

Steven R. Nordborg, RN, serves as a Board member since 2013. Steve had previously served as a long standing member from 1997 to 2006, and his broad experience is an asset, especially with reasoning for historical decisions of the Board's actions. His nursing experience aids in the understanding of communicable disease reporting and requirements.

## Communicable Disease Investigations

In 2018, a total of 127 Communicable/ reportable diseases grouping were reported and investigated by the Public Health Nurse, Cheryl Rawinski, RN.

Bacterial	4
Gastrointestinal	5
Hepatic	23
Respiratory	24
Influenza	48
Parasitic	1
Zoonotic	22

**Establishments, practitioners and activities permitted through the department include:**

Food service (food preparation and service)	149
Retail Food	101
Bakeries	9
Food Manufacturing (wholesale food producers)	1
Mobile Food Vendors (canteen & hotdog vendors)	4
Frozen Dessert (vendors of ice cream, etc.)	9
Swimming Pools (public & semi-public)	4
Food Storage Warehouse	9
Caterers (prepares food at one site & serves at another)	5
Manufacturing	0
Motels/Trailer Parks	8
Tobacco Retail Sales	24
Tanning Facilities	3
Milk/Cream Licenses	77
Animal permits (pet centers & keepers of livestock)	2
Animal Health and Barn Inspections	12
Well	7
Septic Systems	22
Percolation/Soil Evaluations	12
Waste Haulers	212
Summer Camp	1
Chemical Toilets	6
Disposable Works Installer Permits	17
Beaver Permit	1

On behalf of all the Auburn Board of Health members and staff, we would like to wish you and your family the best of health & happiness in the coming year.

Respectfully submitted,

Darlene M. Coyle

Director of Public Health

Director of Development & Inspectional Services

## Animal Control Division

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Milo, a 2018 adoptee of the Kathleen Sabina Animal Compound

The Animal Control Division serves a number of different functions within the community. The Division is the investigating authority for all animal related concerns and complaints of alleged violations of Town Bylaws and State Laws, responsible for the safe capture and impoundment of dogs at large in the community and animals that are proven strays, enforcing agent of dog licenses, manages the Kathleen Sabina Animal Compound, assists sick/injured wildlife, responsible for all animal health inspections, and is a resource for members of the community with animal related questions. ACO Aimee Contois continues to serve as the Town's full-time Animal Control Officer and Animal Health

Inspector. In October 2018, ACO Contois was elected to the Board of Directors for the Animal Control Officers Association of Massachusetts (ACOAM). ACO Contois is currently representing the Town as the Central Vice President of ACOAM.

Kathleen Hanson and Patricia Dykas continue to serve as Assistant Animal Control Officers to the Division. Their combined knowledge and experience have proven to be a great asset, as well as their dedication to our residents and the animals in the community.

In 2018, the Division had the highest number of animal intakes in recent years. The Division had seventy-one (71) dog intakes, twenty-four (24) cat intakes, and eight (8) miscellaneous domestic animal intakes. This accounted for one hundred and three (103) domestic animals that came through the shelter doors. Of those intakes, fifty-seven (57) animals were returned to their owners, twenty-one (21) animals were transferred to other animal shelter facilities, twelve (12) animals were adopted directly from the Kathleen Sabina Animal Compound, and six (6) animals were found predeceased and/or required disposal. At the end of the year, seven (7) animals remained under the custody of the Town of Auburn. Additionally, the Division responded to numerous calls for sick, injured,



Two orphaned raccoons rescued by the Division that were transferred to a licensed wildlife rehabilitator



and distressed wildlife that resulted in the pick-up of thirty (30) wild animals, including a total of thirteen (13) orphaned raccoons, skunks, and opossums; seven (7) birds of prey; and various other wildlife species.

As a response to calls of potential exposures to rabies, fourteen (14) samples were submitted from the Town for rabies testing; of those samples, one (1) sample yielded unsatisfactory results, thirteen (13) samples tested negative, and zero (0) samples tested positive. Due to additional potential rabies exposures, the Division issued twenty-six (26) animal quarantines; twenty (20) of which were issued as a result of domestic animal bites and/or scratches. Additionally, the Division conducted twelve (12) barn inspections in 2018.



"Nakia" was found seriously ill on the grounds of Camp Gleason and required emergency, life-saving surgery. She was able to make a full recovery and find placement in a new home.

The Division continued to utilize the Online Lost Pet Reporting System and Database in 2018. Throughout the year, forty-four (44) domestic animals were reported missing utilizing the online reporting system. This accounts for eleven (11) dogs and thirty-three (33) cats; of those animals, all eleven (11) dogs and eight (8) cats were found or reported as found and were reunited with their owners.

The Division and the Board of Health, as the hearing authority for nuisance and dangerous dog hearings, conducted two public dog hearings. As a result of these hearings, one dog was deemed a dangerous dog and two dogs were deemed nuisance dogs in 2018.

Throughout the year, the Division worked tirelessly to promote the health, safety, and welfare of the animals in our community. Through the enforcement of the Town Bylaws and state laws, the Division was able to assist a record number of animals. With collaboration between the Division, the Police Department, and the Detective Bureau, several animal cases have faced criminal prosecution.



2018 adoptees of the Kathleen Sabina Animal Compound. These stray kittens required socialization and foster care prior their adoptions.

The Town's new Dog Licensing Payment Portal went live to the public in January 2018. With this new and more user-friendly system, owners are able to look up their dog's records using their address and last name. Owners are now able to see their pet's record online and make payments directly through the portal, which has proven to be more efficient system than the previous model. In 2018, there was a total of 2,194 dogs and three (3) kennels licensed.

The Division partnered with Second Chance Animal Services, Inc. and held the Town's

third annual Low-Cost Vaccine and Microchipping Clinic at Town Hall on May 5<sup>th</sup>. Through these annual clinics, the Division is able to offer low-cost veterinary care options to residents in Town and the surrounding communities. This proved to be another successful clinic, with seventy-five (75) animals receiving care, sixty-five (65) of which that were rabies vaccinated. Through increasing the number of rabies-vaccinated animals in our community, we continue to help protect the public health and safety of our human and animal residents.



**The Kathleen Sabina Animal Compound dog kenneling area prior to the start of renovations.**



**The Kathleen Sabina Animal Compound dog kenneling area following the installation of new kennels and completion of other renovations.**

The Division, along with the Department of Public Works, continued renovations to the Kathleen Sabina Animal Compound throughout this past year. With funding appropriated by Town Meeting, the Division was able to make much needed upgrades to both the dog and small animal kenneling rooms. The interior chain-link kennels in the dog area have been replaced with stainless steel kennels with fiberglass reinforced plastic dividers. These new kennels allow for proper separation between adjoining kennels to help reduce stress and help with disease prevention protocols. In the small animal room, the Division was able to repurpose the existing cat cage towers. By disassembling the towers and stacking them over a newly built storage counter, the usability of the cages was increased while creating added storage space. Additionally, countertops, cabinets, and a hand-sink were installed in the small animal room, which has drastically improved the functionality and sanitation of the shelter.

We would like to thank all of those who have donated towards the animals and the Kathleen Sabina Animal Compound in 2018! The donations that the Division receives go directly towards the animals that come through the shelter's doors and we are always overwhelmed with the willingness of the community to help animals in need.



Donations collected by the Grade One Team at Pakachoag Street School as part of their "pawsome" community service project.

We look forward to continuing to assist the two and four legged members of community into 2019.

Respectfully submitted,  
Aimee Contois  
Animal Control Officer  
Animal Health Inspector

## Veterans Services

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Veteran's Services continue to flourish in Auburn. This department is dedicated to keeping veteran's issues, entitlements and information services at the forefront. We are dedicated to assisting with a wide range of services including but not limited to: claims through the Veteran's Administration (VA), acquiring military records to include discharge papers, awards and decorations, citations, burial benefits, employment issues, resume assistance, schooling/vocational rehabilitation, family issues, survivor benefits and numerous other entitlements in accordance with M.G.L. Ch. 115 and federal benefits. No matter what era veteran you are, all services are available to you.

### Responsibilities:

The Department of Veterans' Services oversees the Commonwealth's veteran's public assistance program, which provides financial, medical, and service benefits to qualified veterans and their dependents. This office also offers assistance and referrals in the areas of federal compensation and pensions, state and federal educational benefits, tax exemptions, annuities, home loans, counseling and job training.

This department continuously gets requests about acquiring a "Veterans ID" to use as proof of service for many different benefits including discounts at many local merchants. You can immediately take a copy of your dd-214 Discharge to the Registry of Motor vehicles offices and get a new license issued with VETERAN printed on it; it's that simple. While at the registry, why not also bring in your registration and get a set of new VETERANS LICENCE PLATES? You earned them. There are many versions and half of the yearly plate fee goes to our local Soldiers Homes in Chelsea and Holyoke. Help support our troops...BE PROUD!

## Auburn Public Library

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### **Libraries and Literacy – Supporting the Evolution of a Knowledge Society**

According to the American Library Association and numerous other professional organizations, children's services from public libraries promote early literacy in terms of higher reading scores during elementary school and beyond, and contribute to important social and other literacies. The programs at Auburn Public Library consistently integrate various literacies as 'anchors' to every program, involving STEM, STEAM, reading, creativity, exploration, discussion, social connections, and imaginative play.

### **Auburn Public Library – Continuing to Evolve, Update, and Innovate**

#### *Updates to Technology*

The Auburn Public Library was the first library in the 152 Central and Western Massachusetts Automated Resource Sharing (CWMARS) library networked consortium to install MESH technology, which significantly increased our wi-fi bandwidth and connection speed. Since the installation, our dropped calls and inability to connect to the network have dropped from an average of twelve issues per day to zero, and has remained consistent at zero issues per day. This was a collaborative effort between CWMARS, Town of Auburn IT Director, Mike Marino, network engineers from Cisco, and the Library Director.

#### What is MESH?

MESH is not an acronym. Rather, it is an explanation of how the technology works to ensure sufficient bandwidth and consistency in connectivity. Below is an explanation from Mike Marino as it relates to our Library:

*“If you didn't have a mesh, each access point would have its own ID you would need to connect to and when you dropped out of range of one, you would have to connect to another. It gets messy because even if you have a slight connection to one (say the back wall), but you were next to the children's room access point, you'd still use the one from the back wall and it would be very slow and possibly drop the connection. You would have to specifically remove the back wall access point from your device and connect to the one in the children's room.*

*The way the mesh works, all access points act together as one big access point, so their coverage overlaps and your device can go between any of the access points seamlessly, without any need to reconnect.”*

We continue to update all of our computers with hardware and software, and to add new public service technologies, such as the digital resource in the children's room and the touch screen wall



mounted television near the circulation desk. The purpose of this technology is for exploration of the sites of our many museum passes and is very actively utilized.

### *Museum Pass Program*

Our museum and local attractions pass program, which includes 46 passes, is the most robust program of any library in the State, and continues to be highly appreciated by our patrons. In 2018 we loaned 1,496 museum and local attractions passes to Auburn residents and residents from surrounding communities. Patrons saved \$17,952 in entrance fees by using our passes. Families and individuals visited places such as the Museum of Russian Icons, Davis Farmland, Mystic Aquarium, Tower Hill Botanic Gardens, Isabella Stewart Gardner Museum, Battleship Cove, Plymouth Plantation, Sandwich Glass Museum, Boston Children's Museum, New England Air Museum, Harvard Museums of Science and Culture, Old Sturbridge Village, and many others.

### *Grants Summary*

For fiscal year 2018 the Library applied for and was awarded a significant number of grants totaling \$29,690. As a result of full compliance with all State requirements, the maximum possible award of \$25,964 was awarded to the Library. This represents a very important and necessary funding source for our many programs and for technology upgrades, such as the MESH update and other evolving technologies. State aid and capital funds were also used to upgrade all five of the library restrooms. Other grants awarded were \$1,395 from the Auburn Cultural Council, \$500 towards a program from Crocodile River African Inspired Music Mini-concert, and \$1,830 from the YMCA and Department of Education for the STEM program.

Other funding sources include appropriations through the Library operations budget, the Friends of the Library, and The Norma Card Trust Fund, overseen by the Library Board of Trustees.

It should be mentioned that the generosity from presenters participating in the newly created *Auburn Public Library Public Education Series* contributed value in the amount of \$3,250 through the expertise and inspiration for which they did not charge the Library a presentation fee. Presenters included multiple financial seminars from Auburn resident Dennis Antonopoulos representing Edward Jones™; several author visits from Auburn children's author Kate Hanscom; Ed Sterling's presentation on the History of the Central Mass Railroad; a presentation from Blackstone Heritage Corridor; a presentation and an ongoing photography exhibit from world renowned photographer Ron Rosenstock; therapy dog visits: *Snuggle with Schooner* from Charley Gentile and her dog Schooner; Tom Dzaugis from Green Path Garden Supply who inspired his audience with his presentation on how to get started with hydroponics; author Paul Macek who discussed his book *Illustrated History of Edgar Allan Poe*; and authors Debra Arnold and Anita Caruso, each of whom presented a program for children on their children's books.

I would be remiss if I did not mention the very hard work from library staff for in-house programs! We developed and presented approximately 400 in-house programs over the past year, including Creation Stations and specialty and pop-up programs as well as weekly programs, such as Toddler Dance, Pre-K Book Buddies, and Book Babies and Bubbles. A lot of planning, organization, training, positive energy, flexibility in scheduling, coordination, creativity, teamwork, and genuine enthusiasm and humor goes into continuously developing and presenting these programs. These efforts contribute a significant value to our patrons. Without a well-qualified, enthusiastic staff, *all* of whom participate in some way, these in-house programs would not be possible. We feel

particularly gratified from our efforts toward the conscious integration of literacy for children into every program. Every children's program includes a literacy and at least one reading element. We look forward to continuously expanding these in-house options even more over the next few years.

**Some of our 2018 programs from external presenters**  
**Some programs were offered more than once.**

Biomes Marine Biology Research Center Introduction to Marine Animals	Ted Reinstein – New England Notebook
Biomes Marine Biology Research Center Skates, Sharks, and Rays	Biomes Marine Biology Research Center Program for Adults on Marine Life
Kate Hanscom – children's author visit	Bug Hunt – Hands on Nature
Kate Hanscom – children's author – 2 <sup>nd</sup> visit	Supergirl and Spiderman
Learning about Dinosaurs	Container Gardening
Foundations of Investing	Construct Bird House – in house program
Cooking with your Instant Pot	Make a Glass Fused Pendant
Science of Magic	Five Money Questions for Women
Learn about Hydroponics	Grow a Summer Salad
History of the Central Mass Railroad	Chocolate Education and Tasting
Soap making for children – Goldfish Soap	Ethnomusicology
Soap making for adults	Growing Health Tomatoes
Soap making for families – Bunnies	Moana and Ariel: Wayfinders
Celebrating St. Patrick's Day – in house program	Social Security Seminar
Retirement by Design	
Celebrate Spring – in house program	Creation Stations – multiple in house programs
Indoor Seed Starting	Summer Reading Program – Safari – in house
Create a Plant Terrarium – in house program	Learning about Earthworms
Galactic Warrior Princess and Jedi Partner	Learning about Fireflies
Energy Burst	Science of Lightsabers
Stocks: The Nuts and Bolts	Create a Plant Terrarium
Visit with Anna and Elsa – Frozen Snow sisters	Toddler Billy – Calling all Toddlers!
Canning, Freezing, and Dehydrating Produce	Make A Fall Harvest Door Swag
Fifteen Minute Meals	Snuggle with Schooner – therapy dog visit(s)
Fused Glass Mini Dishes	Make a holiday door swag
Turkey Stuffed Animal Program	Raptors from Wingmasters
Children and Pet Halloween Costume Parade	Owls from Wingmasters
Belle and Rapunzel	Underground Mammals
Up Up and Away and Slime	Photography of the World – Ron Rosenstock
Memoir Writing Workshop	
Second Annual Fall Festival	Nature's Real Vampires

Crocodile River African Inspired Music	Healthcare and Your Retirement
Rocket Building	Young Scientists (24 sessions)
Memoir Writing Workshop (advanced session)	Historical Portrayal of Deborah Sampson

We actively promote our programs via the Library website, Constant Contact™ email distribution list, front entrance publications, in-library hand outs and promotions on our large screen television over the circulation desk, town of Auburn social media, Auburn Public Schools newsletters and through presenters' social media platforms as they and the Director deem appropriate.

**In 2018 we added three additional programs to our in-house program roster:**

- **PreK Book Buddies.** A program for children ages 3-5 to explore books, discussions, and crafts and activities relating to the weekly theme.
- **STEAM Ahead.** A program for children ages 5-8 to explore science, technology, engineering, arts, and math in a unique, engaging customized literacy based program
- **Snuggle with Schooner!** Schooner is a fully licensed therapy dog. Schooner is accompanied by his owner/handler Charley Gentile, for a program that begins with children learning how to approach a therapy dog, and meeting Schooner. Additional elements of the program include learning about therapy and assistance dogs in general, creating a craft resembling a small dog with a therapy vest and bandana, and then individually snuggling with Schooner.

### **Library Staff News**

*Promotions:* Mollie Hulser was promoted from Senior Library Associate to a position as Assistant to the Director for Technology Services. In addition to many other responsibilities, Mollie's role involves running reports and trouble-shooting and updating the Library Information Management System, *Evergreen™*, accessed through our CWMARS network. Mollie is also an integral part of the three-member management team.

Christopher Morales was promoted from Library Associate to Senior Library Associate, working on a number of initiatives, and holding overall responsibility for the tens of thousands of 'holds' placed by our patrons and by patrons of other libraries to borrow our materials, throughout the year.

*Moving On:* Carrie Courteau resigned from her position as Senior Library Associate to pursue options in the school environment. We wish her the very best in her new endeavors and appreciate the excellent services she provided at the Library. Patricia Bogatkowski retired from her full time position as library associate and then returned as a part time library associate in the position of

cataloger. We are very pleased to still count Pat as a member of our team. In addition to cataloging, she also serves at the circulation desk as the need arrives.

*New Staff Members:* Ellen Stokowski and Brandie Woodbury joined us as full time Library Associates in 2018. Rebecca Fisher and Khyati Kuvadia each joined us as part time Library Associates during 2018 as well. All new employees contribute in many areas of library operations: children's services, general circulation desk patron services, committees, and roles, tasks, and projects relating to their respective positions. We are very pleased to include each of them as part of our team.

## **Auburn Public Library | By the Numbers for the Year 2018**

### **Materials Owned by Auburn Public Library**

- 179,093 Total number of materials owned in all formats (print, e-books, microform, DVD, CDs, books on CD, excluding magazines and museum passes.
- 141 Total number of current subscriptions to print magazines and newspapers
- 46 Total number of Museum Passes offered at Auburn Public Library
  
- 122,489 Total number representing all formats of items circulated at APL. \*47,489 are e-books.  
\*Note: A significant number of items circulate continuously, or circulate multiple times. Additionally, there are many items that are used in-house and are not counted in circulation statistics, or have not been borrowed during the last calendar year.
- 17,921 Total number of materials *borrowed from* other certified libraries for Auburn Library patrons
- 11,961 Total number of materials loaned from Auburn Library to patrons of other certified libraries

### **Value to Auburn Public Library from Stakeholders**

- \$98,532 Value to Auburn Public Library from CWMARS reciprocal borrowing
- \$484,797 Total 2018 value from resources other than books from (150+ member) consortium partnership with Central and Western Massachusetts Regional System (CWMARS). This number represents network infrastructure, original cataloging services, technology support ticket system, Evergreen maintenance and support, online resources, telecommunications, director and CWMARS shared governance support, library staff networking and training, interlibrary loan services, statistic maintenance and library profile dashboard maintenance, and network lines.
- \$33,513 Total cost to Auburn Public Library for the 2018 value from CWMARS reciprocal borrowing

## Additional Statistics of Significance

4,672	Total number of patron using w-fi Internet access sessions from library computers
\$17,952	Total value to patrons who requested Museum and Local Attractions Passes
10,379	Total number of all registered patrons at APL: * 10,364 are Auburn residents
71,243	Total number of library walk-in patrons in 2016
17,706	Total number of telephone and in-person patron requests and questions
443	Total number of children's and young adult programs held
266	Total number of family and adult programs held
709	Total number of all programs offered at Library
9,781	Total attendance at all programs
54.5	Total number of hours the library is open in an average week
2,628	Total number of hours the Library was open for the year
12,428	Total number of patrons using the public computers in the Library for the year (this figure does not include wi-fi access to personal devices used in the library).
100%	Total percent of Library staff and administrators who completed the Massachusetts Governor's State Ethics Commission <i>Conflict of Interest Law for Public Library Employees</i> web-based professional development

## Commitment to the Future

Our commitment to excellence in upholding the mission and vision of the Auburn Public Library is aligned with the high level of integrity and supportive culture of the Town of Auburn. Library staff and administration and the Library Board of Trustees look forward to and appreciate the opportunity to provide current and future informational, social, educational, and cultural services to the Auburn community through a continuation of excellence in public service.

I would like to express my sincere gratitude and appreciation to our fantastic Library team. Ours is a very fast-paced, multi-dimensional environment, where we all wear many hats and have to adjust continuously and move out of our comfort zones, often on a moment's notice. It takes an exceptional team, working together, to be able to thrive in such an environment while maintaining positive energies – and remembering to see the humor. Our transformation to a proactive, future-focused public service would not be possible without the efforts and commitment of this team.

I would also like to thank the Library Board of Trustees, our local officials, Town Manager Julie Jacobson, CFO/ Assistant Town Manager Ed Kazanovicz, our DPW, *every* department in the town of Auburn, and our patrons and the citizens of Auburn for their continued support and contributions to our evolving library operations and services.

Respectfully submitted,  
Dr. Jean E. Collins  
Director | Auburn Public Library

## Auburn Public Library Board of Trustees

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Dr. Jean E. Collins, the Auburn Public Library (APL) Director, stated in her Report, “Our transformation to a proactive, future-focused public service would not be possible without the efforts of..... (her staff)” the APL Board of Trustees and Town Officials, especially Julie Jacobson and Ed. Kazanovicz. We could expand the number of town officials and departments, residents, patrons and friends that make it possible to have a library providing the breadth of services available to the community. We are thankful for everyone contributing to our exceptional Auburn resource.

We do however understand that we cannot be static, we must ask our patrons about their satisfaction with current services and what needs are not being met. The APL Board of Trustees, in collaboration with the Library Director, is in the initial phase of developing the 2020-2024 SPL Strategic Plan. We are required to have a current Plan to assure our progress in this ever changing environment and to be eligible for State aid. We will be asking community members and patrons for their feedback regarding our variety of services and their expectations from the APL. Along with surveys, we will be asking for participants in a number of focus groups. We look forward to significant community participation in our strategic planning effort to provide life-long learning opportunities. Libraries and Literacy—Supporting the Evolution of a Knowledge Society leads the opening of Dr. Collins’ APL 2018 Annual Report: the APL Board of Trustees will focus on that concept in our development of a strategic plan. Literacy in its many forms is basic to services provided by a modern library. There was a time, you might remember, when the best and only search engine looked like this:



Some of you probably remember the hours spent going through the card catalog with the hope of finding what you needed, and in looking for help from the reference librarian. Things have changed, but libraries remain an important place for providing educational opportunities for us. We use computers but also rely on many other resources, including books—print and e, and library staff. Who could have imagined all of the changes? How do we prepare for the future? The Board of Trustees, the library staff and the community will work together on the 2020-2024 Auburn Public Library Strategic Plan. We thank all of you for your support and look forward to working with you

Respectfully,

Matthew A. Toth, Chair

Suzette Dowd, Vice Chair

Ellen Ganley, Clerk

Nan Johnson

Paula Melican

Jennifer Lee Shea

The Auburn Public Library Board of Trustees

## Auburn Cultural Council

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As supporters of the Arts, six volunteer members of The Auburn Cultural Council voted this year to award twenty grants totaling \$6,846.00 from money distributed by the state of Massachusetts to Auburn. Our state and local guidelines are followed in order to select from the many worthy applicants. This year there were 21 applicants with requests totaling \$11,380.

The Auburn Cultural Council gives priority to grants submitted by Auburn residents, organizations, agencies, and schools that will benefit diverse groups of Auburn residents through cultural, scientific and or historical performance or education. It is the goal of the Auburn Cultural Council to disperse fairly the money that this town receives. Residents, school students, senior citizens, and lovers of the arts are able to enjoy a variety of programs sponsored in part or completely funded by the Auburn Cultural Council.

The Auburn Cultural Council follows state regulations for terms of membership. New members are always welcome. Please visit our Facebook page for more information about membership and events ([facebook.com/auburnculturalcouncil](https://facebook.com/auburnculturalcouncil)).

Respectfully submitted,

Cultural Council members,

Elise Beverly

Sandra Cronin-Tassi

Mary DeCourcey

Debra Marchand

Melanie Marcou

Joseph Spano.

## **Council on Aging**

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The Council on Aging (COA) is a department of the Town of Auburn. The COA has a nine member advisory board appointed by the Town Manager. Members are: Gerry Gauthier (Chair), Roger Auger (Vice Chair), Sharon Lindsey (Recording Secretary), Daniel Boyle, Robert Breault, Joan Brigham, Heather Connors, Sheila Hunter, and Karrie Schiebler (Board Members). The COA Board meets at the Lorraine Gleick Nordgren Senior Center the second Tuesday of the month at 10:00am. The COA Board helps set goals, objectives and offers complementary support/advocacy to help implement and promote the COA's mission. The responsibilities of the COA board members are to identify the needs of Auburn's elders, to develop programs and services to meet those needs. In addition, the COA Board promotes and helps educate the community on elder issues and to advocate on behalf of the elders. It is the mission of the Council on Aging to evaluate, promote and encourage new and existing activities and services to allow the elder to remain independent and keep the quality of life for them at home for as long as possible.

There are approximately 4,370 residents (60 years and older) in the Auburn community of 15,695 residents (approximately based on the 2018 census). All are encouraged to participate and avail themselves of services available.

The Senior Center is the visible point of access and outreach for older people in our community. The Senior Center provides a tangible reminder that the public system cares and that services are available when the elder needs them. The Senior Center is a place seniors can go to remedy problems of isolation, to renew old acquaintances or make new ones and to become involved in the community.

### **STAFF**

The staff consists of a full time Executive Director, (Jean Boulette), full time Assistant Director (Cheryl Westerman), part time Outreach Coordinator, (Usha Verma) part time Van Drivers - Robert Gaulin, Angelo Lambiras, Jimmy Phillips, and Jim Wortman.

### **OUTREACH / SUPPORT SERVICES**

The Outreach Coordinator is available to assist with information and referral for a variety of senior services. She offers assistance with programs such as: Supplemental Nutrition Assistance Program (SNAP), Worcester Community Action Council (fuel assistance), Housing, RUOK program, Linkup/lifeline discount programs. She also connects the seniors with other agencies who provide assistance. The Outreach Coordinator works closely with Elder Services of Worcester to coordinate services for home maker/personal care, caregiver programs, meals on wheels, financial management and elder at risk referrals. Home visits are made and needs assessments are formulated as staff work to help the elders remain in their own homes. The Outreach Coordinator also serves as a liaison between the police, fire, EMT's and the Senior Center.



### **S.H.I.N.E (Serving the Health Insurance Needs of the Elders)**

The Senior Center has an in-house certified SHINE counselor, Patrick Morris who volunteers to assist with senior health care needs. One of the most perplexing problems of the elderly continues to be health insurance, the escalating costs, how to pay for them and how to decipher the bills received. Other programs and application assistance that he assists with is Mass Health, Health Connector, QII, SLMB, QMB, Limited Income Subsidy, Prescription Advantage, Health Insurance Coverage, and Part D coverage. The Shine program helped over 83 Auburn residents the past year.

### **TRANSPORTATION**

The Worcester Regional Transit Authority (WRTA) provides van transportation to the Auburn seniors and disabled for medical and non-medical appointments. All appointments are scheduled through the WRTA which operates from 8:00am to 4:00pm Monday through Friday on a fixed schedule. In 2018, approximately 6,734 rides were provided. The program is funded through a contract with WRTA and the Council on Aging town budget. A \$1,000 grant from St. Vincent's Community Health Care enabled Senior Center trips to be reduced to \$.50 each way.

### **NUTRITION PROGRAM**

Lunch is served daily at the senior center. Patty Hubbard coordinates the congregate lunch and meals on wheels program through Elder Services of Worcester. The Senior Center encourages volunteers to assist with the serving/delivering of meals. Over 8,228 meals were served at the Senior Center. Homebound delivered meals to Auburn Seniors were 21,824.

### **NEWSLETTER**

1,600 copies are printed monthly and distributed to local businesses and Town departments for residents to pick up. Also, the newsletter is available on-line at: [www.auburnguide.com](http://www.auburnguide.com) - Senior Center/COA - Newsletter

### **RECREATION/SOCIAL EVENTS**

Seniors can take part in technology classes, blood pressure clinics, SHINE health insurance counseling, fitness classes (Zumba, chair dance, strength and balance, move and groove, yoga and pedal exercise) quilting, knit and stitch, mediation, and entertainment. There is also opportunity to socialize with peers by playing various card games (bingo, canasta, whist, pitch, bridge, cribbage, dominos and bingo). There is also an array of health, safety, educational and wellness classes offered each month. Technology classes are offered to assist with learning to use I-pads, tablets, phones, and computers. Town funds are not used for any of the above programs. The town budget is used for the maintenance, supplies, use and upkeep of the building and salaries. All other

program expenses, activities and instructor fees are paid through the Friends of the Auburn Senior Center Association, fundraising, donations and the state formula grant.

## **COMMUNITY**

Our seniors participated in community education programs such as: Alzheimer's awareness, health care topics, senior resource fairs, scam seminars, elder law programs, tax assistance through AARP, farmer's market coupons, blood pressure screenings and flu clinic. We are grateful to the area businesses and the Auburn Cultural Council for their continued support.

## **BUDGET/MASSACHUSETTS STATE FORMULA GRANT**

The town budget is used for the maintenance, operation and capital improvements of the Senior Center building and staff salaries. All other expenses, programs, activities and instructor fees are paid through fundraising, donations, the state formula grant and contributions from Friends of the Auburn Senior Center (FASCA). FASCA raises their funds through various fundraising events and through a travel and trip program that operates within the Senior Center. The Council on Aging receives an annual grant award from the Executive Office of Elder Affairs. The grant is used for select items/options allowed per the contract such as: funding for the outreach coordinator position, fitness instructors, and miscellaneous supplies.

## **VOLUNTEERS**

Approximately 79 volunteers contributed over 12,754 hours to the Auburn Senior Center this past year. We are grateful to all our volunteers who give their time and talents to keep programs running and support the staff. These volunteers offered a variety of assistance as program leaders, reception staff, library support, blood pressure clinics, nutrition, newsletter, trip coordinators and knitting items for those in need. The COA and F.A.S.C.A. worked together to help provide a variety of programming and services at the Center. Volunteers are recognized yearly at a luncheon funded in part by MA Executive Office of Elder Affairs Formula Grant and F.A.S.C.A.

## **Friends of the Auburn Senior Center Association – FASCA**

We are most appreciative to FASCA who provide support and fundraise for our senior residents. They have enabled us to obtain needed equipment, supplies, supplement vendor fees, and many other items to better serve our elderly in Auburn. FASCA sponsors special occasion programs also to raise funds for the Senior Center.

Respectfully submitted,  
Jean Boulette, Executive Director  
Council on Aging

**AUBURN PUBLIC SCHOOLS**  
**Dr. Maryellen Brunelle**  
**Superintendent of Schools**

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If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception, it is a prevailing attitude.

-Colin Powell

Educational excellence and continuous improvement, terms you have heard and read often in my eleven year tenure as the proud Superintendent of the Auburn Public Schools. Not only have I written or spoken of them often, they are truly embraced across all facets of our programming. Throughout 2018, as in years past and as a result of the dedicated efforts of all members of the APS Team, our students continued to thrive academically, shine musically and theatrically, and participate competitively on the fields, courts, tracks and in all athletic venues. In short, we gave our best and while continued improvements will always be possible, much success was realized.



Reflecting on the progress that has been made in the Auburn Public Schools over the past decade, I spent time this summer reviewing through my annual Opening Day remarks from 2008, my first year as superintendent, up through and including those made in 2017. In each one, barring none, was the word *believe*. Whether in my opening remarks from 2008, 2017 or any year in between, in each I asked the APS Team to believe – to truly believe – in the limitless

potential of our students. I asked them to work with colleagues in creating the type of environment in which it is easier – not because the work is easier, but because the right supports are in place - for our students to find success, because such an environment does exist and it can be created. In the intervening years, the APS Team breathed life into those words and created those very environments, with our students being the direct beneficiaries of their commitment.

I reminded them that in my earliest years, I asked if they were content to be a good school system, or was greatness the goal to which we would strive? I told them then that I chose greatness and in the 10 intervening years, they've told me through their words and actions that they choose greatness, too. I told them then that I wasn't willing to settle for anything less than the best we had to offer and they have demonstrated to me time and again, that they won't settle either. As the APS Team, we decided what we wanted our story to be and we wrote it...together.

The progress that has been made, though, has not come solely as a result of the dedicated efforts of the staff of the Auburn Public Schools. The unwavering support of our students' families, as well as the tremendous support received from the greater Auburn community as a whole, has been invaluable in our quest toward educational excellence. Together – home, school and community – we have worked in the best interest of students, believing that they deserved nothing less than the very best we have to offer them.

Regardless of how far we have come or how much progress we have made, there will always be more to do, for our commitment to continuous improvement and educational excellence is both relentless and unwavering. Building on the successes from the yesterdays of the past decade, the APS Team remains humbled and honored to work *with* you, our partners in education, in supporting our



children to continually soar to new heights. As the proud Superintendent of the Auburn Public Schools, I look forward to our continued collaboration, believing firmly that only when we work together – home, school and community – will we realize our ultimate goal: educational excellence for each and every student and a school district that is second to none!

I am pleased to share with you reports from Auburn's schools and departments that highlight the progress we are making and the successes our students are realizing as a result of our commitment to excellence. In closing, I am hopeful that the phrase, "WE ARE AUBURN" brings each of you as much pride as it does us in the Auburn Public Schools.



## TEACHING, LEARNING AND CURRICULUM

### Dr. Kathleen Lauzé, Assistant Superintendent

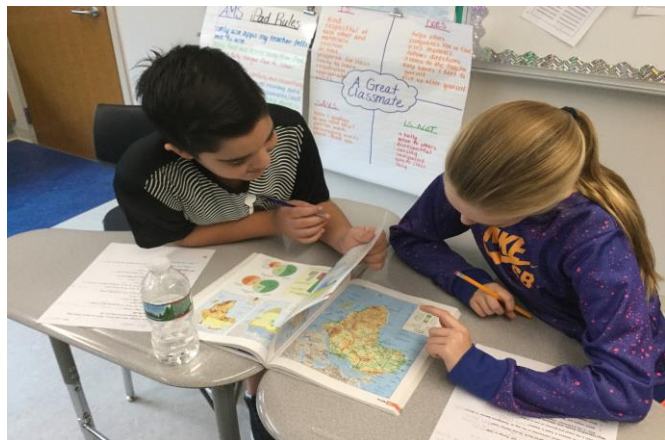
Each year the Auburn Public Schools celebrates all of its accomplishments, but even more importantly, the District thoughtfully maps out improvement goals and new initiatives. One means of achieving the District's improvement goals is through providing high quality professional development to foster the growth and development of our staff. In 2018, several professional development opportunities were provided based on District needs and identified priorities.

Grades K-8 continued to work closely with *The Hill for Literacy* with a focus on refining the assessment and intervention flowcharts, conducting consistent and efficient data meetings and defining specific instructional focus areas based on student data. In addition, *The Hill* has been working closely with high school special educators to examine best practices in literacy for struggling high school students. At the middle school, staff continue to refine the grades 6-8 assessment and intervention flowchart, to evaluate the effectiveness of cross-content literacy strategies and to plan lessons that address the literacy needs of identified students within the content classes.

Grades K-2 continue to implement *ECRI* (Enhancing Core Reading Instruction) which is aligned to the *Wonders* program and provides additional opportunities for practice of the foundational literacy skills. Job-embedded coaching was provided to teachers throughout the school year to ensure fidelity of implementation.

In the area of mathematics, the District continued to employ a District-wide Math Coach who provides job-embedded support to teachers across the District. This is extremely helpful for new teachers who are learning our programs and strengthening their craft.

Restorative Justice, a different approach to school discipline, focused on accountability, making amends, and — if they are interested — facilitated meetings between victims, offenders and other persons. It is grounded in the philosophy of communities and relationships. The Auburn High School has been working with outside consultants to begin implementing facets of this model. Presently, the school has embraced the circle meetings which has allowed for trust building and opportunities for student voice.



The District was very fortunate to receive a Youth Opioid Prevention Grant which has allowed the Auburn Middle School to purchase and implement a new health curriculum in grades 6-8. In addition to this student-focused component, the grant will support the training of six school psychologists and/or counselors to provide a family component. The *Strengthening Families*



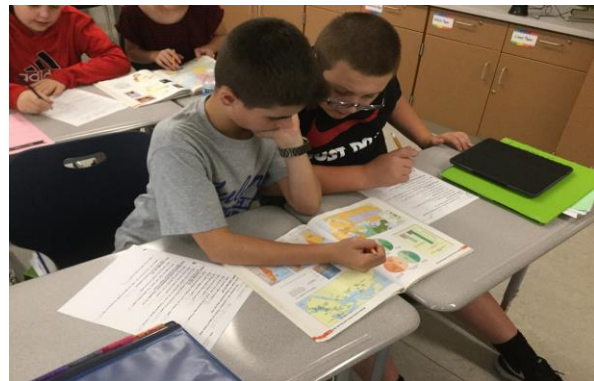
*Program* is research-based and will add a much-needed additional layer to our work with students.

In addition to the above focus areas, the District continued to provide mandated trainings to appropriate staff in CPR, AED, suicide prevention, anti-bullying and restraint training. These trainings are essential for the safety and well-being of our students.

As a District committed to advancing a rigorous and relevant curriculum, APS is constantly evaluating, tweaking and adopting curriculum. 2018 was year four of the elementary K-5 implementation of *Go Math*. Teachers report a higher level of rigor within this program and the program's technology-based assessments are helping prepare our students for the Next Generation MCAS 2.0. The District continues to use the *iReady* mathematics diagnostic tool along with the *iReady* modules in mathematics with our at-risk students.

Auburn Middle School continues with the *Big Ideas* math program for the fifth year. Online assessments that mirror MCAS 2.0 are being implemented. The Math II class has been using the *iReady* math diagnostic and teaching tools for our Title I students. A Title I math paraprofessional works to provide additional support to at-risk students during Math II, but also in the regular education classrooms, whenever possible.

Auburn Middle School is in year two of using the *iScience* program. This program is inquiry-driven with hands-on applications. Grades K-5 are currently in year one of implementing their new science program, *Elevate Science*, which is also inquiry-based and hands-on. Preschool also adopted some new science materials and kits to bring science to life for our youngest students.



*Wonders*, our PreK-5 reading program is in its third year. This year we added some additional reading materials to support our students with significant disabilities. *iSpire* is being used within these programs for students in grades K-12, building consistency and a common language.

With new State Frameworks out for Social Studies/History, committees are being formed to unpack the standards and begin evaluating potential curricular materials. This process is always thorough and takes approximately a year to two years. We look forward to purchasing more current materials.

All of these tremendous accomplishments come as a direct result of the hard work, passion and knowledge of many. I extend my sincere thanks to the Auburn School Committee, the Leadership Team, the extremely dedicated Auburn teachers and the Auburn community, at large, for their continued support of teaching, learning and curriculum.

**BUSINESS ADMINISTRATION**  
**Mrs. Cecelia Wirzbicki, School Business Manager**

I am pleased to present the annual update for the District's School Business Office for 2018. The Business Office continued to play a contributing role in the success of the Auburn Public Schools through interaction with staff members, Town Hall employees, parents and vendors. Our office continues to provide payroll and benefits support to our staff by collaborating with Town personnel to ensure that salaries and benefits are properly orchestrated. We also continue to ensure that all goods and services are received as ordered, with prompt payment of invoices. We are responsible for the financial management of federal, state and private grants received by the District. Oversight is provided in partnership with the Town on all funds which include the appropriated budget for the fiscal year, revolving, capital improvement, school articles and student activities, along with preparing and submitting regular deposits and monitoring online payments with the Town Treasurer. Additionally, our office provides the day to day busing support in conjunction with the contracted transportation vendor for our students within the District. We handle bus stop questions, along with parent and community concerns to ensure the safe and comfortable transportation for all students. Finally, as part of the Auburn Team, the Business Office staff members provide support for the Central Office and Leadership Team, as needed.

**Accomplishments:**

- The establishment of a Special Education Reserve Stabilization Fund. The fund was established by Town Meeting vote and with collaboration of the three Town governing bodies, namely the Board of Selectmen, Finance Committee and School Committee, with policies and procedures formulated and agreed to by the group to govern its future funding and use. The Sped Stabilization fund is a big step for the Town and School Department as this reserve fund allows the School Department and Town boards to set aside funds for future unanticipated costs of special education tuitions and transportation.
- Continued progress on contract negotiations with a solar company chosen through use of a Request for Proposal seeking vendors to bid for placement of rooftop solar arrays on the roofs of Auburn High School and Auburn Middle School.
- Final steps achieved in the closeout and audit of the new Auburn Middle School Building Project with Massachusetts School Building Authority (MSBA).
- Successful audit and closeout of the MSBA Accelerated Repair Project for the Pakachoag School roof.
- Continued work with Preschool Administrators to offer the opportunity for confidential and affordable Preschool education for families through use of a sliding scale. The scale afforded many families the opportunity to have their child attend preschool at a reduced rate or free if their income met the established guidelines.
- Through continued work with the "Removing Financial Barriers" subcommittee and use of the Helping Our Own Fund," the District has been able to provide the opportunity for students with financial barriers to participate in school field trips or student activities that they may have not been able to do otherwise.
- Additional training was provided to new staff members for use of our Multi Function School Activity Bus, fondly named "Rocket One." The vehicle has been used by the Evolve Program at Auburn High School to allow Auburn's job coach to take students out

into our community for hands-on job skill training at various work environments. Rocket One has also been used quite heavily by our Athletic Department for the Boys' and Girls' Golf teams, Boys' and Girls' Tennis Teams, Cross Country Teams, as well as by Chorus and other clubs, such as Model UN, Humanities Scholars, Rockets to Rockets Club and by smaller classes using it for school field trips. Use of Rocket One has allowed for a greater reduction in transportation costs to the school budget.

- Continued access and increased use by Auburn families to make online payments of busing fees, preschool tuition, iPad Insurance, and music fees as well as before and after school programming through Unibank.
- Continued collaboration with Auburn's School Resource Officer and DPW to address student safety needs, as needed, pertaining to cross walks and bus and road safety.
- Continued success in supporting the Food Service Director in keeping the School Lunch Program account financially stable, while recognizing growth in food offerings and maintenance upgrades to each building's kitchen facilities.
- Continued work with member collaboratives and other school districts for procurements and sharing of services, which has realized savings for the school's operating budget.
- Continued work with school principals, the transportation company and their drivers on improving communication and promoting positive behavior on school buses.

Funding for FY 2018 consisted of the appropriated budget from the Town, funds from the Department of Elementary and Secondary Education, revenues from the Federal Government and Federal and State grants. In addition, the budget was offset by School Choice funds, Circuit Breaker funds, Medicaid articles, established revolving accounts related to specific buildings and/or tuition programs, as well as Auburn Chamber of Commerce mini grants.

## **DEPARTMENT OF PUPIL SERVICES**

### **Rosemary Reidy, Director of Pupil Services**

Special education services continued to evolve with respect to the diverse needs of students from Preschool to Post Graduate. The District currently has two full-time Board Certified Behavior Analysts (BCBA) on staff as well as a Board Certified Assistant Behavior Analyst (BcaBA) to support students on the Autism Spectrum as well as those students who may demonstrate significant behavioral challenges within our school buildings. We currently provide building administrators and staff bimonthly consult time with a child psychiatrist around those students whose mental health issues are emerging or increasing causing a significant impact on their school day. Physical therapists, occupational therapists and speech and language pathologists provide related services to students to address areas of need through direct instruction. We are also able to provide support from a teacher of the visually impaired through both direct instruction and consult to those students who require that service, as well as support from an educational audiologist and teacher of the deaf for those students with hearing impairments. Collectively, educators and support personnel work tirelessly to provide instruction targeted to student needs across all settings.



The Auburn Public Schools program continued its partnership with Special Olympics of Massachusetts. Auburn High School's very successful Unified Sports programs – basketball,



bocce and outdoor track – brings our student athletes with and without disabilities together in the spirit of sportsmanship and fun. In the fall, Auburn High School was recognized as a Unified Champion School, one of 10 schools recognized in Massachusetts, and one of 30 schools recognized nationwide by ESPN to earn this distinctive honor. This honor is a wonderful testament to the inclusive environments in all the Auburn schools.

In addition, the Auburn Special Education Parent Advisory Council (SEPAC) continues to bring workshops and opportunities for discussion for parents of all students, especially parents of those students with a disability. These meetings are advertised through our schools and are open to the public.

This school year, the Auburn Public Schools' Special Education Department is undergoing a Tiered Focused Monitoring review conducted by the Department of Elementary and Secondary Education's (DESE) Office of Public School Monitoring. This past spring, numerous documents were provided to DESE to begin this review. The culmination was an onsite visit by the Department in January 2019. The reviewers looked at Auburn's evidence of compliance of federal and state regulations. This review looked closely at student assessments, determination of eligibility, the Individualized Education Program (IEP) Team process, and IEP development and implementation. Within the next month, a report will be shared with the District and will show where the Auburn Public Schools meets or exceeds regulatory requirements, as well as areas in which the Auburn Public Schools requires assistance to correct or improve practices.



The Auburn Public School District believes that all students are capable of attaining rigorous goals and achieving high expectations. Strong partnerships among parents, teachers, administrators and members of the community enable and foster student progress and success. We are extremely proud of the many accomplishments and progress made over the past school year and look forward to continued achievement and success for all our students moving forward.

## **DEPARTMENT OF TECHNOLOGY**

### **Mr. Eric Bouvier, Director of Technology**

The Auburn Public School District strives to provide a safe and secure technology environment for all our students and staff. Each school has computers available for student and teacher use, as well as a filtered Internet connection. Our schools are equipped with document cameras, interactive projectors and mobile technology such as laptops, netbooks and iPads. We strive to ensure that our students have the best possible technology resources available to them. We are committed to using all available resources to ensure that we can build and maintain a sustainable inventory of high-quality technology for the entire Auburn School community that prepares our students to succeed, not only in our District but in all their post-graduation endeavors.

The District spent much of last year evaluating and transitioning to new student information systems. As access to our student data is critical to the mission of the Auburn Public Schools we wanted to ensure that systems we were using to house our most important data were state-of-the-art, secure and easy for all users. The District made decisions to transfer all our student information data and special education data to PowerSchool and adopt Schoology as our new learning management system. Both products are industry-leading programs that offered substantial upgrades to how staff, students and parents can interact with student data. As integration of these new programs expands throughout the year, all users will see increased access to data and new ways to view and enter critical information.



Over the past year, the District has continued to invest in ensuring our infrastructure and network are high-performing and highly-available. In order to meet these standards, we worked to increase our security supports to ensure that our District was safe and secure to all of our staff. Over the past year we worked diligently to build a better and more comprehensive and secure wireless network across all of our schools. This included an in-depth external audit and tuning of our wireless system at Auburn High. We worked with experts to review access point placements, power settings and controller configurations in order to make purposeful adjustments to the system with the goal of providing a high-functioning wireless system with maximum coverage for our 1:1 iPad program. We will be extending these benefits to our other buildings throughout the year. The 1:1 iPad initiative continues to be the largest technology initiative ever undertaken by the Auburn Public Schools. Last year we were able to expand the program by using former AHS iPads to provide an iPad cart for all classrooms at Swanson Road, ensuring students in grades 3-5 also have a 1:1 iPad program. This is critical to the education of those students as District math, English and science curriculums have significant technology components that require access for all of our

students. We were also able to provide additional carts at both Bryn Mawr and Pakachoag to increase access for those students. Currently there is one iPad cart available for every two classrooms in grades K-2, which is helping to provide easier access to a rich technology-integrated curriculum.

The decisions made by the Auburn Schools, specifically the 1:1 iPad program, are significant and will chart the course for the next generation of technology use in Auburn. We are aware of the changing face of technology and we understand that the availability of internet access and the explosion of mobile technology has significantly, and permanently, impacted the lives of our students. The way they play, the way they learn and the way they work has forever been changed, and we must not only respond to this change, but embrace it in order to truly prepare our students for life in a constantly-evolving world. The technology program will continue to evolve to ensure the best possible environments for all of the students of Auburn.

### **DEPARTMENT OF FACILITIES, OPERATIONS AND MAINTENANCE**

**Mr. Joseph Fahey, Director of Facilities and Maintenance**

I am pleased to present the 2018 report for the Department of Facilities and Maintenance. The staff of this department has continued to work diligently to maintain and upgrade the physical features, as well as the infrastructure, of each of our buildings.

The quality of our learning environment is second only to the quality of the teacher in the classroom with regard to its impact on our students. Our schools are the backbone of our community and our students are our future; they deserve the very best we can offer them.

The goals of our department are to support the education of the students through a clean, safe environment; to provide regular preventative maintenance and capital improvements in our schools; as well as to use fiscal resources wisely.

Our accomplishments to date include the following:

- Gas burner replacement at AHS
- LED lighting upgrade at AHS
- Planters/front façade and tree planting at AHS
- Soccer field addition to baseball field at AHS
- District-wide telephone upgrade
- Steam trap replacement at Bryn Mawr School
- Radiant heat/modular classrooms HVAC replacement at Swanson Road Intermediate School
- Exterior locks upgrade District-wide
- Gym dehumidification at AMS



In addition to the above accomplishments, the facilities and custodial personnel have a strong commitment to ensuring the health and safety of students and staff. I believe we have improved the educational environment for the students this year and will continue to do so for years to come. Our Safety Advisory Team, which consists of police, fire, school and Town personnel, has adopted the ALICE procedure in all of our buildings for additional safety measures.

**FOOD SERVICES DEPARTMENT**  
**Mrs. Janice L. King, Food Service Director**

Auburn Food Services continues to build exciting and innovative programs in support of our mission to meet the nutritional needs of Auburn's students. School meals for breakfast and lunch offer a tremendous convenience to students and families and offer a great value and enjoyment for students. Several levels of outreach have been instituted over the past year to communicate with families the value of increasing their child's access to healthy school meals. In 2018, we served nearly 219,000 lunches (8% increase) and 67,650 breakfasts (5% increase) in the Auburn Public Schools. We are fully committed to continuous quality improvements in our program to ensure we help fuel the needs of our students, to enhance their ability to learn, grow and to succeed in all areas of life. To that end, Auburn provides a healthy environment by offering nutritious meals and by embracing initiatives that support student wellness through increased physical education, physical activity and nutrition education.

**Programs, Marketing and Promotions**

We continue to focus our efforts on quality by enhancing our menus, food sourcing, meal preparation and cultivating more "buy-local" purchasing initiatives. Through our marketing efforts, we promote healthy eating, offer taste test samplings and plan new marketing events at our schools. The USDA MA Department of Ag Resources grant, totaling \$34,525, is used to support comprehensive food service initiatives that focus on sourcing of local specialty produce crops from local farms, school gardens, food service staff culinary training, student nutrition and cooking classes and for the development of District-wide nutrition education in the classroom through the MA Ag in the Classroom program. Through our partnership with the Worcester County Regional Food Hub, they bring their chefs to work in our schools for staff training. Planning and implementation of this grant will take place over the next two years. As part of this initiative, we have created a new logo that will brand and identify our Farm to Students initiative.

In October 2018, we hosted our First Annual Community Tasting Event to promote local growers from Central MA as part of our USDA grant to increase community participation and student awareness of our local fruits, produce and specialty crops available to them through meals at school. It was a tremendous success and very positive feedback will help us prepare for our second annual event in the fall of 2019.



*(Photos courtesy of John Anderson)*



We began participating in the Culinary Institute of America with “Menus of Change” and the “K-12 Healthy Kids Collaborative” in 2018. Our participation provides resources and food network connections that will be developed in the coming year to meet the changing nutrition and food preferences of our students. We are very vested in creating a plant forward menu program for our students in the coming year. Through the help of our industry partners, we will be creating recipes and sourcing of products to shape K-12 culinary expertise not only here in Auburn, but nationwide

### **Professional Development**

We have steadily increased opportunities for staff development through the MA DESE, the John Stalker Institute from Framingham State and the Institute of Child Nutrition. All cafeteria managers are members of the School Nutrition Association which provides them additional specialized food service and food safety training to meet national requirements. In addition, all cafeteria workers are meeting their USDA CEU requirements and growing in their knowledge to apply toward their daily roles. Through involvement with the School Nutrition Association, we have expanded opportunities and enhance our access to national network resources.

### **Wellness Initiatives**

During 2018, the District Strategic Plan initiatives for Student Wellness, Health and Safety continued to evolve. We are in the process of collaborating on new goals for improving the health, wellness and physical activity opportunities for all our students. A UMASS nutrition student intern will be helping to develop a campaign for National School Breakfast Week, followed by many activities planned for National Nutrition Month. It will be a very busy spring!

### **Fiscal Accomplishments in FY18**

Through the management and development of short- and long-term financial goals, we experienced continued stability and sustainability of our food service program. We are in a good position to operate and reinvest in all areas of our program to enhance student services. We continued to source great quality foods through our vendors, advancing more organic and locally-grown fresh foods through Farm to School Initiatives and USDA Fresh Produce, etc.

We joined a new purchasing collaborative, the MA School Buying Group, for greater volume purchasing, pricing and diverse product availability. We received our first USDA procurement review, meeting regulatory and compliance requirements under the direction of the MA DESE’s Office of Food and Nutrition Programs. We continued to expand our local purchasing through the Worcester Regional Food Hub. Our program is passionate about continuing our efforts to bring great tasting food, grown and sourced from farms and producers in MA. We are very excited to be on the cutting edge as one of many districts pioneering unique food concepts and purchasing.

As Director of Food Services, I wish to thank all our staff for their contributions, their steadfast dedication and efforts for enhancing all our food service programs for students. They are truly talented and on a mission to serve our students the finest school meals possible. We sincerely thank the Auburn community for their support and for state-of-the-art food service facilities that enable us to provide nutritious meals every day.

**AUBURN HIGH SCHOOL**  
**Mr. Casey Handfield, Principal**  
**Ms. Eileen Donahue, Assistant Principal**

Auburn High School had another successful year in 2018, working collaboratively with the Superintendent's Office, fellow schools and town departments to deliver a safe, comprehensive first-class educational experience for all students.

Auburn High School celebrated the academic achievement of 47 seniors who were the recipients of the 2018 John and Abigail Adams Scholarship for their exemplary performance on the MCAS exam given in grades 9 and 10. Students who scored "Advanced" on two of three MCAS subject-area tests (math, English, and science) were recognized by the Department of



Elementary and Secondary Education in their senior year with free tuition to any state college or university in Massachusetts. These awards were granted at the annual Adams' Scholarship Breakfast on Thanksgiving Eve hosted by Dr. Brunelle and Dr. Lauzé.

In partnership with fellow school districts, Massachusetts Insight for Education (formerly the Massachusetts Math & Science Initiative), and the fiscal support of the Town and the Auburn School Committee, 19 Advanced Placement (AP) offerings were available for students on-site at Auburn High School. AP enrollment continues to climb in these courses as Auburn High School continues to work toward having every student experience at least one AP course before graduation. Two hundred fifty-eight (258) students out of 537 eligible students successfully completed at least 1 AP course in 2018. Further, 55% of students earned a "3" or better on at least 1 AP exam. This is the highest percentage ever achieved by our students.



Two years removed from being recognized by *US News and World Report* as one of "America's Best High Schools," the four-year college attendance rate for graduating seniors remained strong at 77% with the balance of graduates attending a 2-year college or technical school (12%) or joining the military or workforce (8%). The average aggregate SAT scores for Auburn High

School remained strong in Reading/Writing (551) and Mathematics (546). The dropout rate at Auburn High School again was one of the best in the state, coming in at 1.1%. Auburn High School maintained its 1:1 iPad program in 2018. As noted last year, students in grades 9–12, along with their teachers, have an iPad at their disposal to participate in on-line learning activities, as well as hybrid coursework like what is being delivered to college students in Massachusetts and across the country. Auburn High School’s Early College Program through Quinsigamond Community College continued to grow in enrollment and offered a 3-credit college course to students for \$100.

The faculty and administration continued to move forward with implementation of its Secondary School Redesign Model for the 21st Century. Auburn High School welcomed the New England Association of Schools and Colleges in October 2018 for our decennial accreditation visit. The 21<sup>st</sup> Century Skills Freshman Academy finished its 5th year, under the new name of Freshman Year Experience. Students participated in a variety of activities that were academic, social and personally-reflective in nature to help ease the transition from middle school to high school. A new addition to the Freshman Year Experience was the implementation of Restorative Justice practices such as restorative circles and chats.

Co-curricular clubs and activities continued to be popular with students in 2018. Auburn High School continued to proudly offer close to forty clubs and activities students could join at any time. These clubs and activities are extensions of Auburn High School’s core curriculum and are an important part of the Auburn High School community. Auburn High School proudly sent our “We the People” team back to the national championship in Washington, D.C. Examples of work completed by Auburn High School’s co-curricular clubs that positively affected



the residents of Auburn included Students for the Environment working to promote the Town’s efforts to increase recycling among young people. The Student Council provided fun activities for



Auburn’s youth, including an Easter Egg Hunt, Haunted Hall and pictures with Santa Claus. The National Honor Society performed various community service projects, including working at the Town’s Senior Center. The classes of 2019, 2020, 2021 and 2022 competed in various competitions that netted proceeds to donate to Auburn Youth and Family Services. All students participated in our bi-annual “Relay for Life” event raising over \$40,000 for cancer research.

Auburn High School's athletic program enjoyed tremendous success in 2018. A significant number of teams made post-season appearances for a sixth straight year. This year's postseason athletic accomplishments included the Boys' Basketball team making an improbable run in the Clark Tournament and our Girls' Lacrosse team qualifying for the MIAA postseason tournament in only their 3<sup>rd</sup> varsity season. A number of student-athletes also signed "national letters of intent" to continue their athletic careers at the collegiate level, highlighted by Auburn High School's first ever student-athlete to receive a full scholarship to play softball at the Division I level at Boston University. Auburn High School was also recognized by Special Olympics as a National Banner School. This recognition was bestowed upon 110 high schools across the country. Further, ESPN recognized Auburn High School as a Top 30 National Banner School for our commitment to inclusive athletics for our students.



The Fine Arts program at Auburn High School also had several notable achievements in 2018. The spring musical, *Mary Poppins*, delighted audiences for three nights of sold out performances. The high school chorus performed holiday carols at various Town locations, including the Town Tree Lighting Ceremony. Both the concert and jazz bands continued to perform well in competitions, winning many awards for their efforts. The marching band also won a number of competitions across the region, with two band members being accepted to be a part of Division I marching bands at Holy Cross and the University of Alabama. Auburn High School's art students also received accolades at local and state competitions at Anna Maria College and University of Massachusetts, Dartmouth.

Students' work was also featured in the *Marble Collection* and recognized by the Boston Globe Art Competition.

There are many terrific things happening at Auburn High School. The administration, faculty and staff are thankful for the continued support of the Auburn community and once again look forward to providing the level of educational excellence the Town's children deserve in 2018. Together, "We are Auburn."



**AUBURN MIDDLE SCHOOL**  
**Mr. Gregg Desto, Principal**  
**Mr. Matthew Carlson, Assistant Principal**

As I approach the midpoint of my first year as principal of Auburn Middle School, I am so impressed with the opportunities enjoyed by our 626 students in grades 6-8. The only way to fully measure any school is to find out what it's like to be a student there. While we continue to try to improve daily, AMS is a great place for a student in the difficult young adolescent years. We offer a truly well-rounded educational experience, rooted in the Auburn Public Schools Strategic Plan that includes top notch teaching and learning, cutting edge technology and strong community connections, all in an environment that emphasizes health, wellness, safety and the "whole child."



We strive each day to teach our students not just to be good academic students, but to learn to be people who will work well with others and make a difference in their community. At the heart of everything we do is a 5-Point Plan that includes treating others with civility and respect, helping others when they need it, advocating for self when necessary, trying to improve every day in every class and getting involved in productive activities beyond the school day. "Fun" is not a bad word at AMS, either, as we try to show our students that you can do really important things even while you smile and enjoy your life.

**Teaching and Learning**

Students at AMS experience a truly relevant 21<sup>st</sup> Century program of study. In addition to the English, math, science and social studies courses that are offered at most schools, AMS students experience foreign language courses in every grade level – a survey of French and Spanish in grade 6 followed by a choice of more in depth French or Spanish in grades 7 and 8. Additionally, the STEM program at AMS is cutting edge, with creative, hands-on offerings in each grade level – Media Literacy in grade 6, followed by Computer Technology, Technology Engineering and STEM A and B in grades 7 and 8. All of our STEM courses are taught in state-of-the-art facilities.



While humans of any age are diverse, middle school students often come to us with drastically varied levels of physical, mental and emotional development. As such, AMS continues to grow in the area of social-emotional learning, and we continue to offer opportunities for students to enrich their education with extracurricular programs and/or to receive additional instructional support, when necessary. Most importantly of all, AMS proudly includes all of our students in all opportunities, both within and beyond the school day.



## **Technology**



In addition to our outstanding STEM Program mentioned above, AMS continues to be an innovative middle school in the realm of technology. We are currently in the 4<sup>th</sup> year of a successful 1:1 iPad initiative with each year seeing our students and staff able to delve more and more deeply into their learning via technology. In keeping up with the rapid changes in this area, we continue to adapt our technology courses to include media literacy, internet safety and digital citizenship. When

research is done here at AMS, teachers are constantly reminding students to ensure the use of reliable, quality sources of information – this is a major issue in the world today, and the fact that we address it really speaks to the real-world relevance of an Auburn education. As we look to the future, we are in the planning process of utilizing technology in unique ways to improve home-school communication and to ensure that the community is up-to-date on the latest trends and threats to our children via internet and social media.

## **Community Partnerships**

AMS continues to enjoy strong partnerships with community organizations such as Life Care Center and Auburn Youth and Family Services. Several times throughout the year, our students and staff partner with these organizations to provide meaningful service to the community. Whether it's spending time with our senior neighbors, participating in food and clothing drives, volunteering at events or assisting younger children, the impact of our student body is felt throughout the community. In addition, we continue to benefit from our relationship with the Chamber of Commerce. Each year, a member of the Chamber serves on our School Improvement Council and our teachers and students benefit from the many enrichment grants provided by the Chamber.



Critical to the safe and orderly operation of our school is our strong working relationship with the Auburn Police and Fire Departments. Virtually every facet of our school safety and emergency operations plan is influenced by the expertise of our first responders. AMS is very grateful for the opportunity to work with the police and fire departments in many capacities, from emergency procedures all the way down to just an informal conversation about the well-being of a child. More specifically, we continue to reap the benefits of our School Resource Officer position. His presence in the building and relationships with young people are invaluable to our school's success.

Looking ahead, through a change in the Massachusetts curriculum for grade 8 and some careful planning among our staff, AMS will be offering a first class Civics course to our students. Students will learn all about their governments, local, state and federal, while also participating in mock elections, debates and other opportunities to learn about and “practice” what it takes to be actively engaged citizens.



### **Health, Wellness and Safety**

Due to the hard work of the Superintendent and Assistant Superintendent, AMS was awarded a grant last year that enabled our students to be educated on critical health topics at this important time in their development. One of the foremost benefits of this grant is that this year is the first in which AMS has had a full time Health teacher for our 6<sup>th</sup> grade students. This addition has been very successful, as it has enabled our students to consider important topics related to their health and wellness. Similarly, our 7<sup>th</sup> and 8<sup>th</sup> grade students have continued to discuss these topics weekly with a combination of the physical education teachers and guidance counselors. It really is “all hands on deck” when it comes to keeping our kids safe at AMS.



Each day this year and as we look forward to the future, we continue to try to improve our school climate – that is, we strive to make AMS a place where all students and staff feel safe, welcome and successful. Currently, we have seven school improvement teams made up of school staff and one school improvement council made up of staff and community members. These teams share the overarching goal of identifying ways in which AMS can become the best possible place for 11-14 year old students to attend school. Among the many specific topics being addressed are student behavior, staff unity, internal support services,

helping children manage anxiety and home-school communication. We anticipate making this already wonderful school an even better place for kids thanks to the good work of so many dedicated people.

On behalf of the more than 700 people at AMS, I close by extending thanks to the good people of the Town of Auburn for their enduring support of education. Please be assured that we take the responsibility of educating your children very seriously, and we truly appreciate the opportunity we have to work and learn in such a great place.



## **HEALTH, PHYSICAL EDUCATION AND ATHLETICS**

**Mr. Brian Davis, Athletic Director**

While 2018 was a year in which the Auburn Public Schools athletic programs experienced much success in athletic arenas throughout Central Massachusetts, the Rockets most rewarding moment of the year had nothing to do with thrilling wins, heartbreaking losses, championships or personal bests.

In the fall, the APS administration was notified that Auburn High's Unified Sports program was one of just 30 schools nationwide – and the only school from Massachusetts – selected by ESPN as a semifinalist for the National Special Olympics Unified Champion Schools Award.

Auburn was one of 110 schools throughout the country – 10 were from Massachusetts – to make the Special Olympics Unified Champion Schools Roll of Honor. Only schools from the Roll of Honor were eligible to be named semifinalists.

Auburn fields unified sports teams in both track and field and basketball.

ESPN selected five schools to receive its Special Olympics Unified Champion School through its National Recognition Program. They are: California's Warren High School; Michigan's Brighton High School; New Jersey's Rowan University High School; North Carolina's Wake Forest High School; and Virginia's Kenmore Middle School.

Auburn's Unified Sports program, which operates under the direction of Nicole LePrevost, Ali DeLuca and Claire Swenson, was named the High Five Team of the Week from Boston television station WCVB. Members of the station's sports department came out to the high school during a pep rally in advance of Thanksgiving and filmed the Unified Basketball team in action. Captured in the footage were many heartwarming moments between the unified hoopsters and their fellow Auburn High students.

To cap off the Unified Basketball season, Auburn High hosted a jamboree for area unified basketball teams. Just recently the Massachusetts Interscholastic Athletic Association (MIAA) presented the school with its Educational Athletics Achievement Award for Community Service.



Another memorable moment for the Auburn sports community happened early in the year when many alumni and family, along with current students and the Auburn community, participated in celebrating the 50-year anniversary of the Auburn High hockey team winning the state Division I

championship. The Dandies, as they were known back then, defeated Arlington in a game played at Boston Garden.

A dozen members of the 1967-68 team gathered at Horgan Rink on January 27<sup>th</sup> to remember what many recall as the greatest time of their lives. All of them – as well as their teammates who couldn't be at the celebration – are particularly proud of the fact that Auburn High was the first team west of Route 128 to ever win the Massachusetts Division 1 Hockey Championship.

Recently, some of the members of that team were together again as part of the Class of 1968's 50<sup>th</sup> reunion, held at the high school. Members of our leadership group – Molly Cutting, Cyd Randall and Emily Saucier – served as tour guides for members of the Class of '68 who wanted to see, in-depth, the "new" Auburn High.

Another rewarding moment for AHS athletics was the announcement that the Rockets had been selected as the 2017-18 recipient of the Southern Worcester County League Sportsmanship Award. All Rockets' coaches and athletes played a part in AHS earning this prestigious award, from the coaches coaching the right way to the players competing the right way.

Along with all the rewarding off-the-field accomplishments, Auburn athletics enjoyed a lot of success in the athletic arena as well, as 16 teams, or members of those teams, competed in team and/or individual postseason tournaments.

The spring season saw six teams – Baseball, Softball, Girls' Lacrosse, Boys' Tennis, Girls' Golf and Unified Track – qualify for postseason play.

Particularly impressive was the Boys' Tennis team finishing the regular season undefeated (16-0) and the Girls' Lacrosse team qualifying for Districts in just its second season, and the Girls' Golf team qualifying for the North/Central/West Sectional for the first time in the 11-year history of the program. The Rockets started out the season with six straight wins and finished the year with an 11-2-1 record.

On an individual note, Julia Handfield, the Rockets' record-setting softball pitcher, was named to the Telegram & Gazette's Super Team for the fourth consecutive season. Handfield is continuing her athletic and academic career at Boston University.

Speaking of softball, in early June the Auburn Middle School softball team hosted Worcester's Forest Grove Middle School in a charity softball game which raised more than \$600 for the Major David Brodeur Foundation. Congratulations all around to the girls and coach Kim Sicurella, who organized the event.

On an individual note, senior Obiamaka Igwenagu, a member of the Rockets' Soccer, Indoor Track and Outdoor Track programs, signed a National Letter-of-Intent to attend Holy Cross College.

Igwenagu will compete in track and field for the Crusaders.

Highlighting the winter season was the play of the Boys' Hockey team, which qualified for the postseason with a 13-6-3 record and advanced to the second round of the playoffs, along with the Boys' Basketball team qualifying for the postseason with a win in the first round of the Clark Tournament. The eighth-seeded Rockets (10-12) did so with a stunning 57-52 upset of top-seeded Quabbin Regional. Had Auburn lost that game, its season would have been over.

The Indoor Track teams also enjoyed much success in the winter: the Boys' team finishing the regular season undefeated (16-0) and winning the SWCL League title in the process, and the Girls' team finishing 14-3.

In 2018 the fall season was a successful campaign as well; five of our seven teams finished with winning records and all five advanced to postseason play.

The Boys' Soccer team started the season with eight straight wins and finished 16-4-1. The Rockets advanced to the semifinal round of the Central Mass. Division 3 Tournament, losing in heartbreaking fashion, 2-1, to longtime rival Hudson High.

The Girls' Soccer team had a great year as well, finishing 15-5, winning 10 consecutive games at one point. The Rockets' advanced to the quarterfinal round of the Central Mass. Division 3 Tournament.

Auburn's Field Hockey team began the season with five consecutive wins and finished 13-6-1. The Rockets advanced to the quarterfinal round of the Central Mass. Division 1 Tournament.

The Rockets' Golf team, behind the play of senior captain Ryan Henderson, won their first seven matches and finished 11-6. Auburn capped its season off by competing in the Central Mass. Division 2 Sectional Tournament, where it finished eighth.

Henderson was recently presented the Mickey Sullivan Student Achievement Award by the MIAA. Mickey Sullivan Award recipients are students who have made a meaningful and lasting contribution to high school athletics.

The Auburn Football team finished 5-6, coming to within a game of a winning record thanks to a three-game winning streak to end the season, which was topped off by yet another win on Thanksgiving over Holy Name.

The Boys' Cross Country team finished 6-4, while the Girls' Cross Country team finished 4-6.

## DEPARTMENT OF FINE ARTS

**Ms. Virginia Bailey and Mrs. Maria Garrow, Fine Arts Co-Directors**

Auburn Public Schools Fine Arts Department provides Fine Arts instruction for grades Pre-Kindergarten to 12 by our staff of seven music and four art educators. During the school year, students in the Auburn Preschool program received both visual art and music classes once a week; our K-5 students at Bryn Mawr and Pakachoag Schools continued to receive general music classes twice a week at a half hour each and art classes once a week for 45 minutes each; AMS students participated in Chorus, Band, Jazz Band, Visual Art, Art Club, and the AMS Musical; and AHS students were able to take a variety of electives, such as Music Theory and Audio Recording, as well as participate in one or more of our outstanding and award-winning ensembles: Rocket Band; our a capella group, AccaRockets; and/or our AHS Chorus, Band, and Jazz Band.



Highlights featured the outstanding talents of our students as well as the growth and development of many departmental initiatives that enriched students' lives:

- The continued growth of our grades 3-12 Instrumental Music offerings: with our SWIS Strings program going into its second year, the program continued to show an increased amount of interest amongst incoming Grade 3 students - with double the enrollment in new students - along with increased numbers for our Grade 5 Band Program. Our AHS Rocket Band continued its outstanding success in competitions in New England and continued to foster community for our students.
- Our Visual Arts programs have included integrations with both in-school and community connections, including installations at the Auburn Public Library and other venues in Worcester County, cross-curricular teaching at SWIS, as well as our youngest students continuing their participation in the annual Fire Safety poster contest.
- Our Drama and Musical Theater offerings brought confidence to our students and showcased their talents to the public. With the highly acclaimed and well attended AHS Drama performance of "Mary Poppins," the community was appreciative and supportive of the work of our students.
- The many programs and showcases of our students' talents, including our annual Festival of the Arts, STEM, and Wellness in early May, All-Town Band and Chorus concerts, our

K-12 Memorial Day celebrations and Holiday performances allowed our students' talent to shine.

Additionally, students have been featured in a variety of performances, exhibitions and showcases throughout the Fall and Winter seasons, some of those including:

- Trimester 1 AMS/AHS Choral Concert, which had the highest audience attendance recorded to date.
- AHS Drama beginning rehearsals of this year's musical, "Chicago."
- AHS Rocket Band participating and placing first in multiple competitions.
- K-2 students at Bryn Mawr and Pakachoag spectacularly performing in their 2018 Holiday programs.
- Pakachoag Grade 2 students bringing holiday cheer to Eddy Pond residents through song.
- Grade 3-5 students of SWIS performing outstanding Holiday programs in December.
- Over 55 Grade 3 students participating in SWIS' growing Strings Program.
- The Art & Science initiative at SWIS, taught by Mrs. Gayla Bieshka, creating collaboration between general education and fine arts.
- Award-winning art pieces by our AHS and AMS students.

As our year continues, our AHS Rocket Band and Chorus will be performing at Walt Disney World in early March, our students' outstanding artwork will be displayed at the District's annual "Festival of the Arts, STEM, and Wellness," as well as many other concerts, exhibits, and competitions.

Your support of the Fine Arts is appreciated and our students look forward to continuing to share their talents with you.

### **SWANSON ROAD INTERMEDIATE SCHOOL**

**Dr. Susan Lopez, Principal**

**Mrs. Marie Mahan, Assistant Principal**

As I reflect on 2018, I realize the many accomplishments of our students, staff and school community. Continuing our mission of being a community dedicated to the academic, social, physical and emotional needs of each student, we have continued to grow in each area.

#### **Teaching, Learning and Assessment**

The teachers at Swanson remain on the cutting edge of educational practices, having continuously developed engaging learning experiences that captured the learning styles of all students through a variety of differentiated experiences. Once again, the students at Swanson Road Intermediate School fared well on the new and very rigorous state assessment, MCAS 2.0. Through the



collaborative efforts of our staff, consistent implementation of core programming and focused interventions, as well as enrichment opportunities, our Student Growth Percentiles (SGP) continued to demonstrate gains in students' achievement in English Language Arts, mathematics, and science. Utilizing innovative practices, we refined teaching and learning through ongoing collaborations surrounding our core programs, *Wonders* and *Go Math*. Newly added was *Elevate Science*, our new comprehensive science curriculum which incorporates hands-on labs with 21st century interactive lab experiences. Additionally, cross curricular S.T.E.M. lessons have grown and are embedded through art, music, and physical education.

We remain very proud to have provided students S.T.E.A(Arts).M activities that enriched their learning through our before and after school club offerings. The 2018 school year saw many enrichment programs that led to a diverse repertoire of club offerings before, during and after school. Complementing our academic content, these clubs had outstanding participation and were highly regarded by all who attended.



We were also able to offer clubs that engaged hundreds of students during the course of the year: Math Academy, MCAS Club, Spanish Club, SWIS In the News, Maple Leaves Green Team, LEGO WeDo, VEX Robotics, Girls On The Run, Random Acts of Kindness Club, SWIS Honor Choir, B.O.K.S. Girls, B.O.K.S. Grade Three, B.O.K.S. Grade Four, B.O.K.S. Grade Five, Art Club, Instrumentals, Band, Beginning Strings Orchestra, Advanced Strings and Activities Club.

### **Technology**

Students continue to have access to state-of-the-art devices that were integrated across all content areas. Students engaged in the reduction of environmental impact at all grade levels using their Media Literacy skills. A group of Grade 3 students assembled to form the "Green Team," a club that met three times each week in order to put forth initiatives to reduce the use of plastic bottles in the school cafeteria. Their efforts were twofold: encouraging their peers to bring reusable drink bottles and likewise championing recycling. Grade 4 students redesigned Auburn's downtown by evaluating urban planning concepts in order to define edges, strengthen public green (and blue) spaces, and encouraged transportation that is both kid- and environmentally-friendly. Students proposed a walking path that will connect the library to the fire station as well as a bike lane along main roads in Drury Square. In Grade 5, students learned to calculate engineering budgets before constructing hurricane-proof house models using recycled materials.



During Tech Class, students continued their work related to the Arboretum and saw the second SWIS Earth Day, where over 200 families turned out on Saturday May 19th for "Mother Earth Day." Festivities began with the unveiling of world-renowned artist Alice Mizrachi's new mural, "Gaia," which she painted with the help of 4th and 5th grade students. Leading up to the celebration, Media Literacy classes examined photos of outdoor learning in an Arboretum at SWIS taken from 1971-1979. In addition, students analyzed newspaper articles published about the once-thriving space to formulate opinions as to why it fell into disrepair. Students also worked with Clark University's Geography department to discuss how increased human foot traffic impacts the existing ecosystem. As students set out to create a community walking tour of the Arboretum, they worked as stewards and conservationists to design an event that could activate an outdoor space in a manner that is respectful to the land.



### **Community**

Our school's partnerships throughout our community continued to evolve to reflect the needs and demographics of our school community, as well as the Auburn community, at large. We continued



to provide students and families opportunities to be active participants in our school culture before, during and after school. Throughout the year, we sought ways in which we could strengthen our community partnerships and broaden the scope of our network both locally and globally. These well planned assemblies and opportunities were integrated into the school's overall mission and goals. The majority of these projects were organic in their beginnings and were led by SWIS students.

This year, one of our key focus areas was to embed cultural competencies into our academic routines. The results of these concerted efforts increased discussion related to the similarities and differences in cultures, family heritage, traditions and the importance and value diversity brings to our school culture and our community at large. We have thoughtfully placed permanent visuals around our school community, one of which is our 'Words of Welcome' in over 30 languages; another is the hallway of diversity in which the flags of every cultural heritage at SWIS is represented. Additional opportunities to learn about global events were realized in our Community Service Learning projects. The 2018 SWIS Winter Olympics celebration, as well as our Mother Earth Day community project, are two examples of inclusive multicultural learning, performances, food and dance.

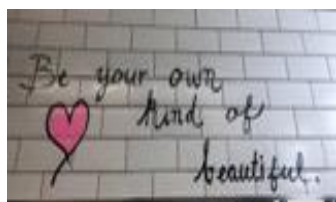


Community service projects led to many generous contributions, both locally and globally. Hundreds of pounds of candy was delivered to a local Veteran Shelters for Veterans' Day. SWIS Honor Choir performed a special program for our veterans. Hundreds of pounds of non-perishables were donated to support Auburn Youth and Family Services. A successful toy drive resulted in hundreds of toys for children in foster care around the Commonwealth. In similar fashion, the

SWIS Community Service Learning projects (CSLs), included two major projects this year: the first being the ‘Turkey Trot’ which raised over \$4,000. Contributions over the past three years have now resulted in a school having been built in a small community in need in South Africa. The second CSL led to the expansion of the SWIS green space, breathing life back into Auburn’s Arboretum. Working with the Regional Environmental Council, MA Agricultural Council, MA Cultural Council, Bay Path, professors at Clark University and The College of the Holy Cross, along with numerous local Auburn businesses, we continued our work in the Arboretum and courtyard on SWIS grounds. Additionally, muralist Alice Mizrachi, spent a week at SWIS creating the beautiful mural seen on the exterior of the glass hallway of SWIS.

### **Health, Wellness & Safety**

Knowing the children we teach—individually, culturally and developmentally—is as important as knowing the content we teach. As our partners in education, we continue to engage the families of the children we teach and worked with them to strengthen our children’s education.



In the latter part of 2018, new life was breathed into our PBIS program. SWIS developed and expanded numerous social-emotional supports that complement the Health & Wellness goals to promote a positive and safe learning environment. PBIS saw tremendous improvements and expansions that bound us together as a school community. The monthly Pillars of Character were emphasized throughout our facilities and the PBIS team developed monthly events that included extra recess, hot chocolate with the principal, new outdoor games, Slime and much more to strengthen our relationships.

Throughout the school year, our adults and students work to build a strong school community and kind culture to not only encourage academic learning, but to also provide opportunities for students to create, explore and develop social-emotional competencies. The SWIS Support Team continued to deliver full class lessons using Second Step, a social-emotional skills-based curriculum, to support and promote empathy. Our S.T.A.R. program provided daily support to at-risk students in an effort to develop and promote healthy homework habits as well as to promote organizational skills. Rockets to Rockets continued to expand with this peer support program focused on interpersonal skill-building and social activities for some of our most special students and their like age peers.



Similarly, On Giants’ Shoulders expanded, bringing students in grade five to partner with AMS National Junior Honor Society grade seven students at AMS. They interfaced weekly through iPads to discuss current events and topics.

Finally, SWIS went ‘Greener.’ Our students initiated and were supported in three initiatives in 2018: the elimination of plastic water bottle sales in the cafeteria; the implementation of reusable dining ware; and the elimination of plastic straws in the cafeteria. All these small improvements in how we operated will decrease environmental waste.

In closing, I would like to thank the Auburn community for their continued support and look forward to continued successes in 2019.



**PAKACHOAG ELEMENTARY SCHOOL**  
**Mrs. Jennifer Stanick, Principal**



Pakachoag Elementary School is home to approximately 310 students in preschool through grade two. Through the dedication and hard work of staff, families and numerous volunteers, we provide a strong educational foundation for each of our students. We strive to meet the academic, social, physical and emotional needs of each student on a daily basis. Our commitment to co-teaching and inclusive practices

creates classroom environments where all students can succeed. We are proud of the collaboration between our dedicated faculty and staff, our parents, volunteers and the Town of Auburn. Our partnerships benefit our students and positively impact their academic and social development.

**Teaching & Learning**

Pakachoag continues to be a vibrant place to learn each day. Through the use of our English Language Arts curriculum, *Wonders*, staff ensure our students receive the best literacy instruction on a daily basis to build fluent readers, effective writers, and confident speakers. *ECRI* phonics



routines have been implemented in kindergarten through grade two classrooms as well as during intervention blocks. Through our continued collaboration with *The Hill for Literacy*, ongoing implementation support has been provided. Not only are teachers building basic mathematical knowledge with our Mathematics curriculum, *Go Math*, they are instilling problem-solving skills. To ensure rigorous and relevant science curriculum, the District recently invested in the *Elevate Science* program (K-2) as well as *Stem in Action Hand 2 Mind*, kits for preschool. Students participate in STEM activities throughout the year in which they actively participate in

science, technology, engineering and mathematics. Assessment data is carefully analyzed in order to best support our students throughout the day and during our intervention blocks with targeted instruction. Staff continues to improve their instructional practices and set the example as lifelong learners by participating in professional development offered within the District as well as through area colleges and universities. Strong collegial collaboration continues through professional learning communities which include grade level meetings, building committees, as well as district-wide committees, and joint faculty meetings with the staff from the Bryn Mawr School.



**Technology**

Technology continues to be an integral part of teaching and learning at Pakachoag Elementary School. Staff and students utilize technology for a variety of purposes throughout the day, including document cameras, iPads and a recently renovated computer lab. Our Technology Media Specialist integrates the science standards along with her classroom colleagues to bring science to life in the technology classroom. All students learn the skills of typing, coding, and utilizing QR

codes to meet the demands of our technologically-advanced society. We hope the infusion of technology on a daily basis will give our students the skills needed to be successful in the future, while always being mindful of screen time. It is our hope that our new student information system and website are user-friendly and informative for families and the community.

### **Community Partnerships**

Community Service Learning projects continue to be an integral part of the education we provide in the Auburn Public Schools. This fall, our second graders led our school in collecting milk money for the Heifer International Project. First graders spearheaded a “Paw-some Project” that collected needed supplies for the Auburn Animal Shelter. Our students continued to create cards for troops around the world during Art classes. PAK’s annual food drive to benefit the food pantry at Auburn Youth and Family Services saw another huge success. We broadened our partnership with the residents of Eddy Pond, by not only acting as pen pals, but by bringing our second grade holiday program to all of their residents.

We wear our PAK Pride T-shirts at the beginning of each month to remind ourselves and the community that we are “one” pack. Our families and community enjoy many events throughout the school year which include; Special Guests Lunch, Classroom Showcases, Literacy Night and Books and Bagels, to name a few. The Auburn MA PTO continues to support our schools in so many ways that includes generous funding of our field trips, providing events and resources for



our students and families. The African proverb, “It takes a village to raise a child” is evident within the Pakachoag School community. We value the support and partnerships we have with the Auburn Police Department, the Auburn Fire Department, the Auburn Public Library, the Auburn School Committee, Auburn Youth and Family Services, RH White and the Auburn Chamber of Commerce.

### **Health, Wellness & Safety**

Pakachoag Elementary School received additional playground structures and painting of the blacktop to enhance students’ physical activity. Through the generous Eagle Scout Project of Steven Marshall, Jr., we received a bench for our playground as well as a book box for our community.

PAK Pride is displayed each week when our students trade in their paw prints for our PBIS rewards for portraying safe, respectful and responsible behavior in our Pakachoag community. Our school motto is recited daily, giving students and staff a reminder of the importance to be the best person you can be each day. “We have PAK Pride! We are prepared, aware, and kind. We will be safe, respectful and responsible today and every day.” Our school nurse, specialists, food service staff, safety team and guidance counselor, along with community agencies, provide our students and staff with the supports needed to maintain a healthy and safe learning environment.

I look forward to the continued success and accomplishments of our students and staff in the coming years. On behalf of the entire Pakachoag School Community, I would like to thank Dr. Maryellen Brunelle, Superintendent of Schools, Dr. Kathleen Lauzé, Assistant Superintendent of Schools, the Auburn School Committee and the entire Auburn community for their continued support and dedication in providing, “Excellence in Education...By Putting Students First.

**BRYN MAWR SCHOOL**  
**Dr. Elizabeth Chamberland, Principal**

Bryn Mawr School continues to be a vibrant learning community. As a team, we strive to ensure that each student receives what he or she needs to develop as a child in our community and as a learner. We work to ensure students develop the stamina and determination to tackle new learning challenges with enthusiasm and curiosity. There are great things happening at Bryn Mawr School.

**Teaching and Learning**

The staff and students at Bryn Mawr School have been the beneficiaries of new curricular programs in both English Language Arts and mathematics over the past several years. We feel so fortunate to have current materials for students to engage with and learn from. This year, we adopted *Elevate Science*. This program provides students with high quality, non-fiction literature related to scientific topics while also guiding them through engaging experiments. This programming has infused new life into our science instruction and both students and staff share new excitement in relation to the science classroom.



As a primary school, we lay the foundation for student phonics skill development. To that end, all staff are now trained in *ECRI*, Enhanced Core Reading Instruction. This program serves as a compliment to our *Wonders* curriculum to provide students with systematic, routine instruction in phonics allowing students to become efficient and effective readers.

**Technology**

Technology plays an instrumental role in the daily instruction students receive. In both reading and math, technology is used to enhance the instruction provided by the teacher through the use of animation, storytelling and visualization. Students in K-2 take a variety of assessments using the iPad allowing them to develop their skills in demonstrating their knowledge through the use of technology, a skill they will need in just a few short years as all MCAS are now administered using the iPad.

Our technology teacher brings great excitement to the weekly technology class all students receive. The topics explored in the technology class are wide ranging. Some examples are scientific research, digital citizenship, iPad skills, typing, coding, document creation and many more. All of this creates a dynamic learning environment for our students.

**Community Partnerships**

We continue to be thankful for the many resources available to us from the Auburn community. Each year the fire department, police department, water department, EMS and the highway department teach our kindergarten students about their role in the community. Students are highly engaged in this learning as they explore the interesting vehicles associated with each department. What better way to learn about your community than from these wonderful people! The police department also provides students with information on Halloween Safety while the fire department trains our students on fire safety.



Our students also work to connect to the Auburn community with a yearly food drive for Auburn Youth and Family Services. This year, we collected for Thanksgiving, with students voting for the staff member to wear an inflatable turkey costume. It was all in good fun, yet helped us all to remember we need to support one another.

### **Health, Wellness & Safety**

Each member of the Auburn Public Schools' team take the health, wellness and safety of students and staff very seriously. Our District and Bryn Mawr school-based safety teams regularly review safety protocols to ensure we are prepared for any incident that may present itself to us. We are fortunate to have exceptional community collaboration in this regard, helping to ensure we are at the cutting edge of school safety.



Our school nurse and guidance counselor are on the front line monitoring the physical and social-emotional wellness of our students. Our school nurse helps students to learn about hand washing, sneeze and cough etiquette, healthy eating and how to fight germs. Our school guidance counselor meets weekly with each classroom to discuss issues such as friendship, kindness, worry and anxiety. We are committed to helping all students grow up healthy and happy.

We are thankful for all of the support received from the Auburn community. Your support allows us to bring exceptional curriculum and instruction to our students each and every day. We do so as a group of educators committed to the growth and development of each and every student.

### **AUBURN INTEGRATED PRESCHOOL at AUBURN HIGH SCHOOL Dr. Elizabeth Chamberland, Principal**

We are so fortunate to have a thriving Preschool program in the Auburn Public Schools. Over the past several years, we have experienced tremendous growth in the number of students we support. Some of this success is due to the implementation of a sliding fee scale allowing more families to access our top notch preschool program. We also provide highly engaging programming through newly purchased curriculum for English Language Arts, math, science and social studies. Our students are exposed to high-quality literature and hands-on learning. Play continues to be a learning experience for our students and we work diligently each day to ensure we develop the whole child. Auburn students are off to a great start in our preschool program.







AUBURN • CHARLTON • DUDLEY • NORTH BROOKFIELD • OXFORD  
PAXTON • RUTLAND • SOUTHBRIDGE • SPENCER • WEBSTER

**Southern Worcester County Regional Vocational School District**  
**BAY PATH REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**

57 OLD MUGGETT HILL ROAD  
CHARLTON MASSACHUSETTS  
(508)248-5971 – (508)987-0326  
FAX (508)248-4747

Bay Path Regional Vocational Technical High School graduated a class of 245 students in June of 2018, and accepted a class of 315 freshmen in September of 2018. Our current enrollment has reached 1,131 students.

Of the 25 Auburn seniors who graduated, 8 are now gainfully employed in an occupation related to their training and 13 are now attending College. Currently, 86 students from Auburn are enrolled in one of our 22 vocational areas for the 2018-2019 school year.

Fifteen Auburn students are receiving extra services from our Special Education Department.

Whenever possible, we have continued our practice of utilizing our occupational programs to provide requested services to municipalities, non-profit organizations and residents from any of our ten district towns. During the 2017-2018 school year, our 22 vocational programs completed 1,126 work orders, of which, 61 were for residents of the Town of Auburn.

Our Hilltop Restaurant and Minuteman Shoppe are opened to the public Tuesday through Friday from 11:00am to 1:00pm. Our cosmetology program is also open to the general public. Appointments for cosmetology services must be made in advance by calling the school. Residents of the Bay Path district are encouraged to take advantage of the services provided by our students. These learning opportunities benefit not only the students but provide useful services at reasonable costs to in-district residents. We will continue this type of work whenever possible, keeping in mind that the projects must be of educational value for our students.

Our Evening School Program continues to serve the adult needs of our 10-town district, as well as an additional 20 surrounding towns. Our Spring and Fall programs had a combined enrollment of 1,646, in programs ranging from Business & Finance, Career/ Licensing; Computers; Cooking; Entertainment; Health & Fitness; Hobbies & Crafts; Home & Job; Language & Art; and Sports & Leisure. The program also offered a wide variety of over 400 online courses, including career certificate programs and courses to satisfy professional development requirements for teachers.

This year, the only “Out of District” students that have been accepted are students who began their high school education at Bay Path while residing in one of the Districts ten member towns and then subsequently moved out of the District before completing their high school

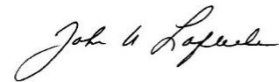


education. It is important to note that the town where the students now reside must pay an out of district tuition for each student ranging in cost between \$15,513 and \$17,399. Those towns also pay the transportation costs for those students.

The Auburn Public School System continues to provide excellent cooperation for our recruiting program and we are thankful for their efforts. I believe that they share our feeling that all students must be given the right, the information, and the opportunity to make an informed school choice.

We, at Bay Path, will continue to serve Auburn with the finest vocational education programs available for high school students and adults, and will, when at all possible, use our skills and facilities to further town projects as they add to our students' education.

Respectfully submitted,

A handwritten signature in cursive script, reading "John A. Lafleche".

John A. Lafleche  
Superintendent-Director

## **Town Office Hours**

### **Town Hall:**

Monday – 8:00 A.M. – 7:00 P.M.

Tuesday through Thursday 8:00 A.M. – 4:00 P.M.

Friday – 8:00 A.M. – 1:00 P.M.

### **District Nurses:**

Monday through Friday 8:00 A.M. - 5:00 P.M.

### **Department of Public Works:**

Monday through Friday 7:00 A.M. - 3:30 P.M.

Parks Division

Cemetery Division

Sewer Division

Highway Division

### **Recreation Division:**

Same as Town Hall hours

### **Housing Authority:**

Monday through Friday 9:00 A.M. - 3:00 P.M.

### **Library:**

Monday – Thursday 9:30 A.M. – 8:30 P.M.

Friday – 9:30 A.M. – 5:30 P.M.

Saturday - 9:00 A.M. - 1:00 P.M.

### **School Dept. Main Office:**

Monday through Friday 8:30 A.M. - 4:00 P.M.

(Subject to change in summer months)

### **Sr. Citizen Center:**

Monday and Friday 8:00 A.M. – 3:00 P.M.

Tuesday, Wednesday and Thursday 8:00 A.M. – 4:00 P.M.

### **Veteran's Service:**

Hours Nightly Upon Request and by Appointment

### **Upper Blackstone Water Pollution Abate. Dist.:**

Monday through Friday 8:00A.M. - 4:30P.M.

**POLICE, FIRE, AMBULANCE EMERGENCY DIAL 911**

BOARD OF SELECTMEN 508-832-7720

**DEPARTMENT OF INSPECTIONAL SERVICES**

BOARD OF HEALTH 508-832-7703

BUILDING INSPECTIONS 508-832-7719

TOWN PLANNER 508-832-7704

DOG OFFICER 508-832-7703

WEIGHTS & MEASURES 508-832-7719

GAS & PLUMBING 508-832-7719

SOLID WASTE 508-832-7703

**DEPARTMENT OF PUBLIC SERVICES**

TOWN MANAGER 508-832-7720

PUBLIC LIBRARY 508-832-7790

SENIOR CENTER 508-832-7799

VETERAN'S SERVICES 508-832-7706

**DEPARTMENT OF PUBLIC WORKS**

TOWN ENGINEER 508-832-7814

HIGHWAY DIVISION 508-832-7814

SEWER DIVISION 508-832-7811

PARKS DIVISION 508-832-7813

CEMTERY DIVISION 508-832-7819

RECREATION & CULTURE 508-832-7736

**FINANCE DEPARTMENT**

TOWN ACCOUNTANT 508-832-7721

BOARD OF ASSESSORS 508-832-7708

TREASURER/COLLECTOR 508-832-7705

HUMAN RESOURCE COORDINATOR 508-407-7631

DISTRICT NURSES 508-791-0081

FIRE DEPARTMENT (non-emergency line) 508-832-7800

WEST AUBURN FIRE STATION 508-832-7802

CIVIL DEFENSE 508-832-7801

INFORMATION TECHNOLOGY 508-832-7707

POLICE DEPARTMENT (non-emergency line) 508-832-7778

**SCHOOL DEPARTMENT**

SCHOOL DEPARTMENT: SUPERINTENDENT 508-832-7755

BRYN MAWR 508-832-7733

HIGH SCHOOL (GUIDANCE) 508-832-7714

HIGH SCHOOL (OFFICE) 508-832-7711

JULIA BANCROFT 508-832-7744

MARY D. STONE 508-832-7766

MIDDLE SCHOOL 508-832-7722

SPECIAL EDUCATION 508-832-7752

PAKACHOAG ELEMENTARY 508-832-7788

S.W. REGIONAL SCHOOL (BAY PATH) 508-987-0326

TOWN CLERK 508-832-7701

UPPER BLACKSTONE WATER POLLUTION 508-755-1286

**WATER DISTRICTS**

AUBURN 508-832-5336

ELM HILL 508-755-5448

